

ACC 517 Management Accounting

Credit Hours: 3
Lecture Hours: 48

Course Objectives:

The Objectives of this course are to provide extensive knowledge of managerial accounting tools and techniques required for strategic planning and controlling process.

Course Description:

This course aims to provide exposure on managerial planning and controlling. It helps to analyze managerial accounting information for control. Its covers cost management, income under managerial and absorption costing, cost volume profit analysis, profit planning and performing control. It also deals with technical and behavioral aspects of management accounting and control system.

Course Details:

Unit 1: Concept of Management Accounting

LH 4

- Concept, Objectives, characteristics, function and limitations of management accounting
- Changing role of management accounting in an organization
- Controllership functions and responsibility

Unit 2: Cost Management and Reporting

LH 10

- Cost concept and classification
- Segregation of mixed cost: graphical presentation, two point method, regression method, co-efficient of determination, standard error of estimates, standard errors of regression co-efficient
- Cost allocation, apportionment, re-apportionment, absorption of overhead for product cost determination based on direct labor hour and direct machine hour and reporting of cost
- Reporting of net income under different situations for internal and external use
- Reconciliation of net income

Unit 3: Cost -Volume-Profit-Analysis

LH6

- Concept, Objectives, assumptions, limitation of cost-volume-profit-analysis
- Application of cost-volume- profit for breakeven analysis and profit planning including multiple products with interpretation

Unit 4: Profit Planning

LH12

- Concepts, need, importance and objectives of budgeting
- Budgeting for profit planning: preparation of master budgets for manufacturing and non-manufacturing firms.
- Zero-base budgeting

Unit 5: Controlling and Performance

LH 12

- Concept of standard cost and standard costing
- Difference between standard cost and estimated cost
- Preliminaries to establishment of standard costing
- Objectives, importance and limitation of standard costing
- Standard costing and budgetary control
- Computation and interpretation: Material, Labour and Revenue (based on turnover)
- Flexible budgets: concept, features and significance
- Overhead cost control: variable and fixed overhead variances

Unit 6: Management Accounting and Control system

LH 4

- Concept of technical considerations of management accounting and control system: The value chain; Total life cycle costing; Target costing; kaizen costing; Environmental costing and Benchmarking
- Concept of behavioral consideration of management accounting and control system
- Concept and objectives of Balanced Scorecard

Basic book

Atkinson, A. A., Kaplan, R. S., Matsumura, E.M., Young, S.M & Kumar, G. A. (2012). *Management Accounting*/6e. New Delhi: Pearson Education Pvt. Ltd.

Garrison, R. H., Noreen, E. H., & Brewer, P.C. (2012). *Managerial Accounting New Delhi*: Tata Mc Graw Hill Education Pvt. Ltd.

Hilton, R.W., Ramesh,G., & Madugula, J (2011). *Managerial Accounting*. New Delhi: Tata Mc Graw Hill Education Pvt. Ltd.

FIN 510 : Financial Management

Credit Hours: 3
Lecture Hours: 48

Course Objective

This course aims to enable students to appreciate the significance of concepts, theories and practice of financial decision making in firms and to make them acquainted with analytical and problem solving skills for making investment, financing and dividend decisions along with managing working capital.

Course Description

The course consists of nine units. The detailed contents of each unit along with contact hours are given below. The major topics covered in this course are: financial management and financial environment, financial statements analysis, time value of money, risk, return and the portfolio theory, security valuation and cost of capital, investment decisions, financing decision, dividend decision, and working capital management.

Course Details

Unit 1: Financial Management and Environment LH 4

Meaning, functions and goal of Financial Management; place of finance in organization structure; the agency problem; business ethic and social responsibility; corporate governance; forms of organizations; financial markets and financial institutions; tax environment.

Unit 2: Financial Statements Analysis LH 4

Financial statements and reports; modifying accounting data for managerial decisions; nature and need of financial analysis; financial ratio analysis and their types; DuPont equation; comparative ratios and benchmarking; uses and limitations of ratio analysis; common size statement; index analysis; trend analysis; qualitative factors in financial analysis.

Unit 3: Time Value of Money LH 3

Future and present value; perpetuities and annuities; growing perpetuities and annuities; uneven cash flows; amortization of loan; intra-year compounding and discounting.

Unit 4: Risk, Return and the Portfolio Theory LH 6

Return and return measures; risk and risk measures; measurement of risk and return in portfolio context; risk diversification; capital assets pricing model (CAPM) and beta; efficient portfolio; optimal portfolio.

Unit 5: Security Valuation and Cost of Capital

LH 6

Bond types and their classification; bond valuation; bond yields; riskiness of a bond. Preferred stock valuation. Legal rights and privilege of common stockholders; common stock valuation: dividend discount model, P/E ratio approach, earnings price relationship, expected return and growth; stock market equilibrium; efficient market hypothesis. Weighted average cost of capital; specific cost of capital; the CAPM and other approaches; factors affecting the weighted cost of capital; adjusting the cost of capital for risk; cost of capital in privately owned firms and small businesses.

Unit 6: Investment Decisions

LH 8

Cash flow estimation; estimating cash flows. Overview of capital budgeting; net present value (NPV); internal rate of return (IRR); NPV profile; comparison of NPV and IRR methods; modified internal rate of return (MIRR); profitability index; payback methods; business practices; optimal capital budget.

Unit 7: Financing Decision

LH 4

Capital structure issues; business risk and financial risk; estimating the optimal capital structure decision.

Unit 8: Dividend Decision

LH 5

The level of distribution and firm value; clientele effect; signaling hypothesis; the residual distributional model; forms of dividend; stock repurchase; distribution policy decision; stock split and stock dividend.

Unit 9: Working Capital Management

LH 8

The cash conversion cycle; alternative net working capital policies; cash management; cash management techniques; inventory; receivable management; alternative short-term financing policies and financing.

Basic textbooks

Brigham, Eugene F and Dhrhardt, Micheal C., *Financial Management: Theory and Practice*, New Delhi: Cengage Learning India.

Ross, Stephen A, Westerfield , Randolph W., Jaffel, Jeffrey, and Kakani , Ram Kumar, *Corporate Finance*, New Delhi: McGraw Hill Education India.

References:

Van Horne, James C.,*Financial Management and Policy*, New Delhi: Prentice Hall of India.

Brealey, Richard A, Myers, Stewart C., Allen, Franklin, and Pitabas Mohanty, *Principles of Corporate Finance*, New Delhi: McGraw-Hill Education India.

Annual reports of listed companies, *Nepal Stock Exchange*, Nepal Securities Board.

MGT 515 Organizational Behavior

Credit Hours:3
LectureHours:48

Course Objectives:

The major objectives of this course is to provide students with an in-depth understanding of behavioral processes and thereby enable them to function more effectively in their present or future roles as managers of human resources.

Course Description:

This course familiarizes student on different dimension organizational behavior. The course contains: introduction, understanding individual behavior, perception, individual decision making and learning in organizations, personality and positive organizational behavior, motivation, job satisfaction and stress management, groups and teams in organizations, leadership, communication, conflict and organizational change and development

Course Details

Unit 1: Introduction

LH 5

Concept of organizational behavior, Environmental context of OB-globalization, diversity and ethics, Basic assumptions of OB, Contributing disciplines to the field of OB, challenges and opportunities for OB.

Unit 2: Understanding Individual Behavior

LH 3

Behavior as an input-output system. Mental process-beliefs, attitudes, values, needs, motives and behavior.

Unit 3: Perception, Individual Decision Making and Learning in Organizations

LH 5

Concept of perception, perceptual process, factors affecting perception, specific application of perception in organizations, the link between perception and decision making in organizations, individual differences and organizational constraints. Concept of learning, Learning theories, Factors influencing learning, Principles of learning, behavior modification.

Unit 4: Personality and Positive Organizational Behavior

LH 6

Concept, Personality traits and characteristics, Determinants of personality, linking an individual's personality and values to the workplace, Major personality attributes influencing OB, application of personality traits and characteristics at work place. Self-efficacy, optimism, hope resiliency, psychological capital, and other positive constructs.

Unit 5: Motivation, Job Satisfaction and Stress Management**LH 6**

Work motivation theories, motivational application through job design, motivational application through goal setting, Concept and cause of job satisfied and dissatisfied employees on the workplace. Concept of work stress, sources of stress, individual differences, consequences of stress and managing stress.

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

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

Unit 7: Leadership**LH 4**

Concept, Theories of leadership-behavioural theories, contingency theories, leader-member exchange (LMX) theory and decision theory, leadership skills, contemporary issues in leadership.

Unit 8: Communication**LH 4**

Concept, Function and process, Types, Barriers to effective communication ,overcoming barriers, interactive communication in organizations, current issues in communication.

Unit 9: Conflict**LH 5**

Concept, nature, types and sources of individual and group level conflict, Dynamics of intergroup conflict, approaches to conflict management, application of conflict management at work place.

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

Concept, Forces of change, Resistance to change, Approaches to managing organizational change, creating culture for change, Concept and characteristics of organizational development (OD), OD values, OD interventions at individual, group and organizational level.

Text Book:

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

Luthans, L., *Organizational Behaviors: an Evidence-based Approach*, New Delhi: McGraw Hill.

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

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

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

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

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

Fred, L. *Organizational Behavior*. New Delhi: McGraw Hill International.

Hellriegel, D., Slocum, J.W. and Woodman, R.W. (2001).*Organizational Behavior*.Singapore: South Western College Publishing.

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

MGT 518 : Business Environment in Nepal

Credit hours: 3
Lecture Hours: 48

Course Objectives:

The aim of this course is to help students develop the ability to evaluate the impact of business environmental factors on business firms and how these firms should respond to them. This course therefore examines the relationship between business organizations, their functional areas, and the environments – economic, social, political, regulatory, global, and technological - that affect them. This course also provides students with frameworks and skills to anticipate and address these environmental challenges, both to recognize business opportunities and to mitigate business risks, and to execute on these strategies.

Course Description:

The course looks at the process of business environment at three levels: firms, national, and global. The purpose is to develop a solid understanding of the external, economy-wide factors that affect the performance and management of Nepalese business firms. The main topics covered in the course are: the business-environment interaction, analysis of the economic, political, social, cultural, legal, and technological environments and their effects on international business; trade policy instruments and implications for business; economic policies and reforms, corporate social responsibility; globalization and regional economic integration, multinational corporations; major drivers behind, and barriers to, foreign direct investment; impact of international institutions and organizations like WTO on Nepalese business.

Course Details

Unit 1: Introduction

LH3

Concept; **Business system and its environment**; Classification and components of business environment; Process and techniques of environmental analysis; Business environment analysis for **strategic management**.

Unit 2 : Economic Environment

LH16

- **An overview of the Nepalese economy:** Economic structure and dimensions; Economic indices - National income; Rate and growth of GNP, per capita; Poverty situation; Distribution of income; Nepal's foreign trade - structure and related issues; Labour market issues; Foreign employment - trends and issues.
- **Economic planning:** An overview of five year /three year plans of Nepal; Current Plan - its objectives, targets and strategies applicable to business and industrial sectors; Millennium Development Goals – parameters and progress in Nepal.
- **Nepalese economic policies and reforms:** Industrial Policy- concept and objectives; Trade Policy - concept and objectives; Tourism Policy - objectives and characteristics; Current monetary policy; Economic policy reforms; Emerging business environment in Nepal.
- **Agriculture and industrial sectors:** Features and issues in Nepalese agricultural sector; Nepal's industrial sector – structure, performance and constraints.

Unit 3 : Political Environment

LH4

Political system, its nature, features and significance for business; Political structure; Political parties, Issues in government-business relations; Government's role in business; Political stability issue; Political risk factors and their analysis.

Unit 4 : Regulatory Environment

LH 8

Constitutional framework; Directive principles; Fundamental rights; Business legislation in Nepal - Companies Act, 2006; Finance and investment legislation - Foreign Investment and Technology Transfer Act, 1992; Income Tax Act, 2002; Industrial Enterprise Act, 1992; Labor Act, 1992; Trade Union Act, 1992; Mines and Minerals Act, 1985; Patent Design and Trade Mark Act, 1965; Copyright Act, 2002; Intellectual property rights; Consumer protection; Corporate social responsibility and governance issues in Nepal.

Unit 5 : Socio-Cultural Environment

LH 5

Concept of socio-cultural environment; Demographic characteristics: Population, its density and distribution; Changes in population and age composition; Education level; Social organizations; Class structure and classification; Changing lifestyle patterns; Family structures and changes; Emerging socio-cultural changes in Nepal.

Unit 6 : Global Environment

LH 8

Globalization - concepts and forms; Regional economic integration; A brief overview of the regional economic groupings such as NAFTA, APEC, ASEAN, SAARC, SAFTA and BIMSTEC; Economic reforms in South Asia; Multinational companies; Foreign direct investment in Nepal; World Trade Organization (WTO) – Objectives, structure, principles, agreements and most favoured nation treatment; Benefits of the WTO trading system; Nepal's membership and commitments - opportunities and threats for Nepalese business.

Unit 7 : Environment, Energy and Technology

LH 4

- Environment and energy management: Natural environment and pollution issues; Environment protection legislation and programs; Demand and supply of energy; Environment and energy management issues.
- Science and Technology Policy; IT Policy; Electronic Transactions Act, 2007; Status of technology in Nepalese businesses; Technology and human factors; Issues related to management of technology.

Basic Books

- Pant, Prem R. *Business Environment in Nepal*. Buddha Academic Publishers and Distributors, Kathmandu.
- Agrawal, G. R. *Dynamics of Nepalese Business Environment*. M. K. Publishers, Kathmandu.

References

- Aswathappa, K. *Business Environment for Strategic Management*, Himalaya Publishing House, Bombay.
- Cherunilam, F. *Business Environment*. Himalaya Publishing House, Bombay.
- Relevant laws, literature and cases.

MSC 516 : Operations Research

Credit Hours: 3

Lecture Hours: 48

Course Objective:

The objective of this course is to develop knowledge and skill to the students on the Operations Research tools and techniques, such as Optimization, decision theory, simulation, inventory management, queuing theory and simulation.

Course Description:

This course contains six chapter comparisons operations research, optimization, inventory control, queuing models, theory of games, and decision theory

Course Details

| | |
|--|--------------|
| Unit :1 Operations Research : | 2hrs |
| Development and application in business and management world | |
| Unit :2 Optimization : | 20hrs |
| i) Linear Programming: problem formulation and solution Graphic and simplex methods (up to 3 decision variables), dual and sensitivity analysis | |
| ii) Transportation Problems : balance and unbalance | |
| iii) Assignment Models | |
| Unit :3 Inventory Control | 8hrs |
| Deterministic and probabilistic models, EOQ and ABC analysis | |
| Unit : 4 Queuing Models: | 6hrs |
| Single and multiple channel models | |
| Unit : 5 Theory of Games: | 6hrs |
| Two Persons zero sum game: Pure strategy, mixed strategy, Saddle point, dominance rule, m x n matrix: graphical and algebraic method | |
| Unit : 6 Decision Theory | 6hrs |
| Decision making under certainty, uncertainty and risk, EVPI, marginal analysis, Decision Tree | |

Text Books:

P. Rama Murthy, Operations Research, New Age International Publishers

Frederick Hiller and Gerald Liberman, Introduction to Operations Research, McGraw Hill