

Tribhuvan University
Faculty of Management
Office of the Dean



Course detail and pedagogy of
MBS (Master of Business Studies) 4th Semester

MBS-Semester System-Syllabus

ACC 673: Cost Management

(MBS-Accountancy Specialization)

Credits: 3
Lecture Hours: 48

Course Objectives

This course aims to impart advanced knowledge of existing costing systems, their drawbacks and development of improved methods and techniques, so as to make costing systems tools of strategic decision making.

Course Description

This course contain introduction to cost management, product costing system, activity based costing, managing customer profitability, process costing and cost allocation, financial and cost value Profit (CVP) models, cost management and decisions making, strategic issues in making decisions.

Course Details

Unit 1: Introduction to Cost Management

LH 3

Cost management: concept, importance; strategic role of cost management; characteristics of cost management analysis; cost management and strategic decision making; formulation of strategic action plans; evaluation of plans and outcomes: benefit cost analysis and benefit & cost variance.

Unit 2: Product Costing System:

LH 3

Concept and type of cost; Cost reported in financial statement: service, retail and manufacturing company.

Unit 3: Activity Based Costing (ABC)

LH 4

Concept, advantages and limitations of activity based costing system. Traditional costing system, Procedures of absorption of overhead cost under ABC technique, Estimation of costs of new products using ABC, ABC in service and merchandized companies, Cost and benefit of using ABC technique, Activity Based Costing and target Costing.

Unit 4: Managing Customer Profitability

LH 5

Concept and importance of customer profitability; Customer sales analysis Sale and administrative cost analysis; Customer profitability analysis.

Unit 5: Process Costing and Cost Allocation

LH 8

Concept, importance and characteristics Process Costing System, Assignment of costs to product; Concept, importance and characteristic of Joint Process Costing, estimation of profit from Joint Product, Reason for allocating Joint Costs, Joint Costs allocation methods: Net Realizable Method and Physical Measures Method, Accounting for By-Product.

Unit 6: Planning and Decisions Making

LH 5

Cost estimation, Reasons for estimating costs, A simple method: One cost driver and fixed and variable cost behavior, A complex method: multiple cost driver and complex cost behavior, Cost estimation method: simple regression analysis and high low method, Account analysis method and Engineering method

Unit 7: Financial and Cost Value Profit (CVP) Models

LH 6

Concept and objectives Financial Modeling, Using CVP Planning models: CVP models and Break Even Point, CVP model in graphical format, CVP and target income, Operating Leverage, Multiproduct profit planning model

Unit 8: Cost Management and Decisions Making

LH 7

Decision making process: setting goals and objectives, gathering information, Evaluating alternatives, Decision making alternatives: make or buy, add or drop a product, service or business unit, replacement of equipment and sales or further process, pricing decisions: influence on prices, special order price decision.

Unit 9: Strategic Issues in Making Decisions

LH 7

Concept and importance of investment decision, Strategic investments, Legal and ethical issues in strategic investment analysis, discounted cash flow analysis: importance of discount rate, computing Net Present Value and Internal Rate of Return

Basic Book:

Hilton, R. W., Maher, M. W. and Selto, F. H. (2008), *Cost Management, Strategies for Business Decisions, 4E*, MC Graw Hill, Irwin
Blocher E., David Stoot N. C. and Lokins O. G., *Cost Management, A Strategic Emphasis* Tata Mcgraw Hill Co.

Acc 676 Accounting Theory and Financial Reporting

(MBS-Accountancy Specialization)

Credits: 3

Lecture Hours: 48

Course Objectives

This course aims to provide the accounting theories and their applications, practical and conceptual issues of general financial statements for reporting financial position and performance and financial analysis for performance appraisal of business enterprises including financial institutions. It also aims to provide exposure to disclosure required for financial statements and reporting, accounting standards issued by Nepal Accounting Standards Board and International Accounting Standards Boards.

Course Description

This Course contains introduction, corporate reporting and disclosure in financial reporting, Reporting and Analysis of Changes in Stockholders' Equities, Contemporary Issues in Accounting.

Course Details

Unit 1: Introduction

LH 9

Concept, objectives, approaches, classifications and origin of Accounting Theory, Influence of government regulatory bodies; Influence of taxation

Structure of Accounting Theory: accounting principles, concepts and conventions. Accounting standards: National and International Standard setting bodies (Nepal): responsibilities and processes, national and international accounting and reporting standards (mandatory, recommendatory, exposure draft), interpretations, framework for preparation and presentation of financial statements, recognition and measurement of elements of financial statements, departure from current corporate practices.

Unit 2: Corporate Reporting and Disclosure in Financial Reporting

LH 21

Nature and objectives of external financial reporting

Corporate Financial reports: Income statement, Balance sheet and Cash flow statement as per Company Act and regulatory framework like Nepal Rastra Bank (NRB), Security Exchange Board of Nepal (SEBON) and Insurance Board Directives, Nepal Accounting Standards (NAS) and Nepal Financial Reporting Standards (NFRS).

Director's and auditor's reports; disclosure required in financial reporting as per national and international accounting and financial reporting standards, evaluation of disclosure practices in financial reporting (NFRS and IFRS), transparency in financial statements.

Currency translation of financial statement of foreign operations Issues related to consolidation of financial statements, interim, segment and group reporting (Business combination and holding company)

Unit 3: Reporting and Analysis of Changes in Stockholders' Equities

LH 9

Need and importance of stockholders' equity; Accounting for changes in stockholders' equity: Increases in share capital, redemption of preferred stock, stock dividend and stock split, and stock warrants, Appraisal of the impact of changes in accounting policies and the regulatory framework on shareholders' funds.

Unit 4: Contemporary Issues in Accounting

LH 9

Corporate Governance: governance systems and contemporary mechanism, accounting issues arising from corporate failures, business ethics and financial reporting; Corporate Social performance and responsibility accounting; social disclosure requirements; Human resources accounting (HRA) and reporting; factors leading to development of HR Accounting and reporting, HR Accounting and reporting in Nepal.

Basic Books

Handriksen and Breda. (1991). **Accounting Theory** (5th Edition). New York: Irwin McGraw Hill.

Porwal, I.S. (1986). **Accounting Theory: An introduction**. New Delhi: Tata McGraw Hill Publishing Co.

Jawahara Lal (2009). **Accounting Theory and Practice** (Third edition). New Delhi: Himalaya Publishing House.

Revsine, Collins and Johnson. (1999). **Financial Reporting and Analysis**. New Jersey: Prentice Hall, Upper Saddle River.

Supplementary Readings

Accounting Standards Board. (2003). **Nepal Accounting Standards**. Kathmandu: ASB.

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

Greunning and Keen. (2000). **International Accounting Standards. A practical guide**. USA: World Bank.

ACC 677: Management Control Systems

(MBS-Accountancy Specialization)

Credits: 3

Lecture Hours: 48

Course Objectives

This course aims to give the knowledge of elements, applications, and behavioral ramifications of management control systems and make the students clear on the measurement and implementation issues involved in management control systems.

Course Description

This course contains introduction to management control system, the environment of management control system, responsibility centers, transfer pricing, management control process, Modifications in Management Control.

Course Details

Unit 1: Introduction to Management Control System

LH 4

Meaning and Concept of Management Control System; Importance, Characteristics, Nature and Scope of Management Control System; Boundaries of Management Control; Concept of Management Audit as a control tool

Unit 2: The Environment of Management Control System

LH 4

Management Control Environment, Goal congruence, Factors affecting goal congruence, Role of management control system in goal congruence; Organization structure and management control system; Behavioral Considerations of Management Control System.

Unit 3: Responsibility Centers

LH 5

Concept and Nature of Responsibility Centre; Criteria for measuring the Performance of Responsibility Centre; Types of Responsibility Centre: Revenue Centre; Expense Centre; Cost Centre; Profit Centre; Marketing Responsibility Centre; Research and Development Centre; Investment Centre: Return on Investment (ROI), Residual Income (RI).

Unit 4: Transfer Pricing

LH 6

Introduction; Objectives of Transfer Pricing; Significance of Transfer Pricing; Methods of Transfer Pricing

Unit 5: Management Control Process

LH 20

Strategic Planning: Concept and nature of strategic planning, ongoing programs analysis, proposed new programs analysis, strategic planning process

Budgeting: Concepts, importance, objectives and characteristics of budgeting, Budgetary control system, Process of budget preparation, preparation of master budgets for manufacturing and non-manufacturing organization, Behavioral aspects of Budgeting, Flexible budgets and Zero-base budgeting

Financial Performance Reports Analysis: Variance: concept, application and limitations of variance, variance Analysis: Material, Labor, Overhead (fixed and variable) and Sales Variance, Behavioral aspects of performance evaluation

Performance Measurement: Performance Measurement System, The Balanced Scorecard: concept and implementation of balanced scorecard, Interactive Control and Incentive Plans in organizations

Unit 6: Modifications in Management Control

LH 9

Modern Control Methods: Introduction, Just in Time, Total Quality Management and Decision Support System

Management Control in different Organizations: Healthcare organizations, Government organizations, Financial institutions, Non-profit organizations and Multinational organizations

Management Control of Projects: Nature of Projects, control environment, project planning, execution and evaluation

Basic Books:

Anthony, R. N. and Govindarajan, V., *Management Control Systems*, Tata McGraw-Hill

Merchant, K. A., *Modern Management Control Systems*, Pearson Education (Singapore) Pvt. Ltd., Indian Branch, New Delhi

Reference Book:

Atkinson, A. A. and Kaplan, R. S., *Advanced Management Accounting*, Prentice Hall of India Pvt. Ltd., New Delhi

ACC 674: Contemporary Auditing

(MBS-Accountancy Specialization)

Credits: 3

Lecture Hours: 48

Course Objectives

This course aims to develop student's capability in performing and reporting on audit and assurance to increase reliability of financial and non-financial information. It also aims to develop student's capability to identify, gather and assess evidences for sufficiency and appropriateness in performing audit.

Course Description

This course examines statutory requirement for audit, audit process, strategy and planning, special audit techniques and procedures, audit of organizations under computerized environment, audit types and auditors' report and trends in auditing

Course Details

Unit 1: Statutory Requirements

LH 20

Legal and professional requirements: Provisions of auditing in Company Act, BAFIA, Corporation Act, Social Organization Act, Education and Cooperative Acts and Nepal Standards on auditing (mandatory, voluntary and exposure drafts) including guidance notes and practice statements issued by the Institute of Chartered Accountants of Nepal and/or Auditing Standard Board.

Unit 2: Auditing Processes, Audit Strategy and Planning

LH 5

Understanding of business and assessing audit risks, review of internal and accounting control, consideration of error, fraud and misstatement in financial statements, development of overall audit plan and program, time and resource schedule, conducting audit, collection and evaluation of audit evidences, maintenance of working paper and permanent files, independent review of audit files and confidentiality of information obtained during the audit.

Unit 3: Special Audit Techniques and Procedures

LH 10

Sample selection, ratio analysis and trend analysis, physical verification of fixed assets, inventory and cash, setting materiality level, enquiry, balance confirmation, inspection, drawing conclusion and steps to mitigate audit risks.

Unit 4: Audits under Computerized Environment

LH 3

Concept and Specific issues related to EDP audit; Techniques of EDP audit, Use of Computer and Computer Assisted Audit; Roles and risks of auditor.

Unit 5: Auditor's Report

LH 5

Types of audit and auditor's report, management letter, disclosure requirement, difference between certificate and report, report related to commercial and government auditing, Modification to auditor's report.

Unit 6: Trends in Auditing

LH 5

Financial forecasts, human resources auditing, reports on financial sickness, special requirements of different users, Risk based auditing and its significance.

Basic References

Company Act, Income Tax Act, Auditing Act, Banking and Financial Institution Act (BAFIA), Corporation Act, Cooperative Act, Education Act, Self Governance Act, Constitution of Nepal

Gupta, K. *Contemporary Auditing* (New Edition), New Delhi: Tata McGraw Hill.

Nepal Standards on Auditing, including preface, framework, guidelines, practice statements: Auditing Standards Board.

Supplementary Readings

Batra and Bagardia. *Text Book of Auditing*. (New Edition), New Delhi. Tata MCGraw-Hill Publishing Co. Ltd.

Dhakal, K.D., Bhattarai, I and Koirala, G.P. *The Principles and Practice of Auditing* (New Edition). Kathmandu, Asmita Books Publishers.

Millichamp, A.H. *Auditing* (New Edition). London: ELST

Prakash, J. *Auditing Principles, Practices and Problems* (New Edition). New Delhi: Kalyani Publishers.

Saxena, R.G. *Principles of Auditing* (New Edition). Mumbai, Himalayan Publishing House.

Tondon, B.N. *Practicle Auditing*. (New Edition). New Delhi: S.Chand, and Co.

ACC 672: Corporate Taxation

(MBS-Accountancy Specialization)

Credits: 3

Lecture Hours 48

Course Objectives

This course aims to provide the students with the knowledge of tax laws and tax planning for decision making and enable them to work as tax consultants in the corporate sector and tax officers in the government sector.

Course Description

This course includes income tax, value added tax system and procedures in Nepal. It also covers tax planning concept and its uses in Nepal.

Course Details

Unit 1: Conceptual Foundation

LH 3

Sources of financing in Nepal. Structure of taxation in Nepal. Historical development of tax laws in Nepal. Definition of related terms.

Unit 2: Income Tax

LH 20

Sources of income, tax exempted income, tax exempted institutions, tax rates, tax exemptions, tax rebates, treatment of provisions related to deductions and reductions, tax deduction at source and its treatment, types of assessment, computation of assessable income, taxable income and tax liability under business and investment, set off and carry forward of losses, inter-source and inter-head adjustments-within country and outside country.

Unit 3: Value Added Tax

LH 6

Taxable transactions, tax exemptions and zero rate, tax deduction and tax refund, tax invoice, tax accounting, tax calculation, tax registration, collection.

Unit 4: Revenue Administration

LH 5

Structure of revenue administration, Inland Revenue Department, Ministry of Finance, Revenue Investigation Department. Tax audit and investigation. Method of collection and realization, rights and duties of tax authorities and assessee, advance ruling, fines and penalties for breach of rules, review and appeal under Income Tax and Value Added Tax Acts and Rules

Unit 5: Tax Planning Concept

LH 8

Concept of tax planning, significance of tax planning, tax evasion and tax planning, tax avoidance and tax planning, scope of tax planning. Tax Planning for various payments and activities i.e. remuneration payment, location of industrial set up and timing activities.

Unit 6: International Taxation

LH 4

Taxation of non-resident (service providers) related to shipping, airlines, transport, telecommunication or remittances, foreign tax credit, double taxation avoidance treaties.

Unit 7: Contribution of Income Tax and Value Added Tax

LH 2

Contribution of Income Tax and Value Added Tax to total revenue and tax revenue of Nepal.

Basic References

Nepal Government. *Budget Speech and Finance Act* (Recent)

Nepal Government. *Double Taxation Avoidance Treaties* with various countries

Nepal Government. *Income Tax Act 2058* with amendments. Kathmandu: Ministry of Law, Justice and Constituent Assembly

Nepal Government. *Income Tax Rules 2059* with amendments. Kathmandu: Ministry of Law, Justice and Constituent Assembly

Nepal Government. *Value Added Tax Act 2052* with amendments. Kathmandu: Ministry of Law, Justice and Constituent Assembly

Nepal Government. *Value Added Tax Rules 2053* with amendments. Kathmandu: Ministry of Law, Justice and Constituent Assembly

Supplementary Readings

Dhakal, K.D., Pandey, B. and Bhattarai, R. *Corporate Taxation with Tax Planning* (Updated Edition). Kathmandu: M.K. Publishers and Distributors Pvt. Ltd.

Kandel P.R. *Tax Laws and Tax Planning in Nepal* (Updated Edition). Kathmandu: Buddha Academic Publishers

K.C., J.B. *Tax Laws and Tax Planning: Theory and Practice* (Updated Edition). Kathmandu: Khanal Books Prakashan.

Bhattarai, I. and Koirala, G.P. *Tax Laws and Tax Planning* (Updated Edition). Kathmandu: Asmita Publication.

Khadka, R. *Vat in Nepal*. (New Edition), New Delhi: UBS Publisher Distributors Ltd.

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

Prasad, B. *Direct Taxes: Laws and Practice* (Updated Edition). New Delhi: Vishwa Prakashan.

Singhaniya, V.K. *Direct Taxes: Laws and Practice* (Updated Edition). New Delhi: Taxman Publication Pvt. Ltd.

FIN 650: Assets Management

(MBS finance specialization)

Credits: 3

Lecture Hours: 48

Course Objectives

The course aims to provide the students a detail insight into the theory and practices of assets management for business and develop a clear understanding of various tools required for financial decision making in the context of Nepal.

Course Description

This course provides the broad overview of types of assets, portfolio theory and assets pricing models, capital budgeting and risk analysis, real option in capital budgeting, working capital management and management of each component of current assets.

Course Details

Unit 1: Introduction

LH 3

Types of assets: real and financial, current and fixed; structure of assets of various industries; significance of assets management for business

Unit 2: Portfolio Theory and Assets Pricing Models

LH 6

Efficient portfolios; choosing the optimal portfolios, the basic assumptions of CAPM; the capital market line and the security market line; calculating beta coefficient; empirical tests of the CAPM; arbitrage pricing theory; the Fama-French three-factor model; and an alternative theory of risk and return.

Unit 3: Capital Budgeting and Risk Analysis

LH 7

Overview of capital budgeting decision rules; special application of cash flow evaluation; the optimal capital budget; evaluating capital budgeting projects with and without inflation; project risk analysis: techniques for measuring stand-alone risk – sensitivity analysis, scenario analysis, and Monte Carlo simulation.

Unit 4: Real Option in Capital Budgeting

LH 8

Introduction to real options; types of real options; valuing real options: the investment timing options – DCF analysis with and without the timing option, scenario analysis and decision trees, valuing the timing option with the Black-Scholes option pricing model, and financial engineering; the growth option – DCF analysis with and without the growth option, decision tree analysis of the growth option, and valuing the growth option with the Black-Scholes option pricing model.

Unit 5: Working Capital Management

LH 6

Nature and components of working capital; working capital policies; risk return trade-off of the working capital policy; planning for working capital; working capital and inflation; operating environment of working capital; and determination of working capital.

Unit 6: Liquidity and Cash Management**LH 7**

Liquidity and its roles; cash management and collection; controls of disbursement; reasons for holding cash; cash management techniques; target cash balance; and investing idle cash.

Unit 7: Credit Management**LH 5**

Credit terms; credit decision; optimal credit policy; credit analysis; and collection policy.

Unit 8: Inventory Management**LH 6**

Types of inventory; managing inventory; inventory cost; economic order quantity and extension of EOQ; inventory control system, and monitoring inventory level.

Textbooks

Brigham, E. F. & Ehrhardt, M. C. (2014). *Financial management: Theory and practice*, (14th ed). New Delhi: Cengage Learning India.

Van Horne, J. C. & Dhamija S. (2014). *Financial management and policy* (12th ed). New Delhi: Dorling Kindersley (India) Pvt. Ltd.

References

Rose, S. A., Westerfield, R. W., Jaffe, J. & Kakani, R. K. (2014). *Corporate finance* (10th ed). New Delhi: McGraw-Hill Education (India) Pvt. Ltd.

Brealey, R. and Stewart, M., Alen F. & Mohanty, P. (2014). *Principles of corporate finance* (11th ed). New Delhi: McGraw-Hill Book Company.

FIN 651: Capital Structure Management

(MBS finance specialization)

Credits: 3

Lecture Hours: 48

Course Objective

The course aims to provide the students a detail insight into the theory and practices of capital structure management for business and develop a clear understanding of various tools required for capital structure decisions.

Course Description

This course provides the broad overview of sources of financing and discusses the theories of capital structure. Then it covers different aspects of short-term and long-term financing including the leasing. Finally, it covers topics related to instruments for raising long-term financing.

Unit 1: Introduction

LH 3

Sources of long-term and short-term financing; capital structure and financial structure; optimal capital structure; features of optimal capital structure; factors affecting capital structure.

Unit 2: Theory of Capital Structure

LH 6

Introduction to the theory – assumptions and definitions, net operating income approach, traditional approach; Modigliani-Miller position; taxes and capital structure; effect of bankruptcy costs; other imperfections; incentive issues and agency costs; financial signaling; a pecking order of financing.

Unit 3: Short-term Financing

LH 6

Liability structure of a company; trade credit financing; accrual accounts as spontaneous financing; unsecured short-term loans; secured lending arrangements; intermediate-term debt; protective covenants and loan agreements.

Unit 4: Foundations for Longer-term Financing

LH 3

Purpose of financial markets – efficiency of financial markets, disintermediation, securitization, financial innovation, allocation of funds; yield curves and their use; pricing default risk off treasuries.

Unit 5: Lease Financing

LH 8

Features of a lease; accounting and tax treatments of leases; return to the lessor; analysis of lease versus buy/ borrow decision; source of value in leasing.

Unit 6: Issuing Securities**LH 8**

Public offering of securities; selling common stock through a right issue, value of each right, effect of right offering on shareholders' wealth; financing a fledgling – founders and angels, venture capital, initial public offering; information effects.

Unit 7: Fixed-income Financing and Pension Fund Liability**LH 6**

Features of debt; types of debt financing; call features and refunding; private placement; preferred stocks; pension fund liability.

Unit 8: Hybrid Financing through Equity-Linked Securities**LH 8**

Use of warrants, valuation of warrant; convertible securities, valuation of convertible securities, effect of bond with warrant and convertible financing on balance sheet and income statement; exchangeable debt.

Textbooks

Van Horne, J. C. & Dhamija S. (2014). *Financial management and policy* (12th ed). New Delhi: Dorling Kindersley (India) Pvt. Ltd.

Brigham, E. F. & Ehrhardt, M. C. (2014). *Financial management: Theory and practice*, (14th ed). New Delhi: Cengage Learning India.

References

Rose, S. A., Westerfield, R. W., Jaffe, J. & Kakani, R. K. (2014). *Corporate finance* (10th ed). New Delhi: McGraw-Hill Education (India) Pvt. Ltd.

Brealey, R. and Stewart, M., Alen F. & Mohanty, P. (2014). *Principles of corporate finance* (11th ed). New Delhi: McGraw-Hill Book Company.

FIN 656: Financial Derivatives and Markets

(MBS finance specialization)

Credits: 3

Lecture Hours: 48

Course Objective

The purpose of this course is to enable students to understand and analyze financial derivative instruments. The course also intends to use derivative securities to hedge risk and take advantage of the speculative derivative markets.

Course Description

This course broadly covers forward and future markets, various aspects of option markets and hedging strategies and swaps. Major topics covered include: Introduction, The structure of forward and future markets, Option markets and properties of stock options, Trading strategies involving options, Option pricing models, Hedging strategies using futures, Swaps, and Derivative markets in developing countries.

Course Details

Unit 1: Introduction

LH 4

Financial derivatives: features, types, and historical overview; types of traders, and criticism of derivatives markets.

Unit 2: The Structure of Forward and Future Markets

LH 6

Development of forward and future markets; over-the-counter forward market; organized future trading; future traders, quotation, types of future contracts, mechanics of future trading; transaction costs in forwards and future trading; Regulation. (Chance).

Unit 3: Option Markets and Properties of Stock Options

LH 8

Types of options; option positions; underlying assets; specification of stock options; trading, commission, margins, option clearing corporation; regulation and taxation; OTC options markets; factors affecting option prices; assumptions, upper and lower bounds for option prices; Put-call parity, Effect of dividend.

Unit 4: Trading Strategies Involving Options

LH 6

Strategies involving a single option and a stock, Spreads, Combinations.

Unit 5: Option Pricing Models

LH 10

One step binomial model; risk neutral valuation; two-step binomial trees; a put example; and Black-Scholes option pricing model.

Unit 6: Hedging Strategies Using Futures

LH 7

Basic principles; arguments for and against hedging; basis risk and cross hedging, Stock index futures.

Unit 7: Swaps**LH 5**

Mechanics of interest rate swap; the comparative advantage arguments; the nature of swap rates; determining LIBOR/ Swap zero ratio, Valuation of interest rate swaps, Currency swaps, Valuation of currency swaps, Credit risks and Other types of swaps.

Unit 8: Derivative Markets in Developing Countries**LH 2**

China's markets; Indian markets; commodity derivatives in Nepal; lessons for all users of derivatives.

Text Book

Hull, J. C. and Basu, S. (2013). *Options, Futures, and Other Derivatives (8th ed)*. New Delhi: Dorling Kindersley (India) Pvt. Ltd.

References

Chance, D. M. and Brooks, R. (2014). *An Introduction to Derivative and Risk Management (9th ed)*. New Delhi: Cengage Learning India Pvt. Ltd.

Parasuraman, N. R. (2013). *Fundamentals of Financial Derivatives (3rd ed)*. New Delhi: Wiley India.

FIN 654: Financial Markets and Institutions

(MBS finance specialization)

Credits: 3

Lecture Hours: 48

Course Objective

The course aims to provide the students overall understanding on the financial markets and institutions in general and on interest rate theories, money and capital markets, money and capital market instruments, central bank, monetary policy, commercial banking industry and other financial institutions and contemporary issues of financial markets and institutions in particular. The course also aims to familiarize students with current issues on financial institutions and financial markets and enable them to critically analyze these issues.

Course Description

This course provides an overview of the financial markets and institutions with a special emphasis on financial markets, theories on interest, central bank, monetary policy and interest rates, capital markets, money markets and capital and money market instruments, commercial banking industry, mutual funds and other lending institutions, insurance company, pension funds, investment banks, securities brokers, and dealers.

Course Details

Unit 1: Introduction

LH 5

Functions of financial markets; structure of financial markets; internationalization of financial markets; functions of financial intermediaries; types of financial intermediaries; regulation of financial system; and theory of interest – loanable funds theory, unbiased expectations theory, liquidity premium theory, and market segmentation theory.

Unit 2: The Central Banking and the Conduct of Monetary Policy

LH 8

Role of the central bank in the economic development; monetary tools - open market operations, the discount rate, and reserve requirements; goals of monetary policy – the price stability goal and the nominal anchor, and other goals; and monetary policy and tools in Nepal.

Unit 3: The Money Markets

LH 5

Purpose of money markets; participants of money markets; money markets instruments: treasury bills, federal funds, repurchase agreement, negotiable certificate of deposit, commercial paper; comparing money market securities; and international aspects of money markets.

Unit 4: Capital Markets

LH 5

Purpose of the capital market; capital market participants; capital market trading; bonds – types, treasury notes and bonds, treasury STRIPS, agency bonds; municipal bonds; corporate bonds – characteristics, types; financial guarantees for bonds; current yield calculation; investing in bonds; the stock market: investing in stock, selling of stocks and review of stock valuation model.

Unit 5: Commercial Bank**LH 9**

Balance sheet; general principles of bank management; off-balance sheet activities; measuring bank performance; regulation of commercial banks including NRB directives with reference to Basel II and III; CAMELS as off-site and on-site supervisory tools; and prompt corrective action (PCA)

Unit 6: Mutual Funds and Other Lending Institutions**LH 7**

Mutual funds: structure of mutual funds; investment objective classes – equity funds, bond funds, hybrid funds, money market funds, and index funds; fee structure of investment funds; hedge funds; and mutual fund industry in Nepal. Saving association and credit unions: mutual saving banks; saving and loan associations; saving and loan industry in Nepal; financial statements of saving and loan industry – balance sheet and income statement; and credit union.

Unit 7: Insurance Companies and Pension Funds**LH 5**

Insurance companies: fundamentals of insurance; types of insurance – life insurance, health insurance, property and casualty insurance; regulatory body of insurance industry in Nepal. Pension funds: types of pensions; private and public pension plan; practices of pension in Nepalese context.

Unit 8: Investment Banks, Security Brokers and Dealers**LH 4**

Functions of investment bank – underwriting stocks and bonds, equity sales, merger and acquisitions, brokerage services; securities dealers; regulation of securities firms; securities firm and investment banks; and regulation and regulatory body in Nepal.

Textbooks

Mishkin, F. S. & Eakins, S. G. (2013). *Financial markets and Institutions* (6th ed). Delhi: Dorling Kindersley.

Saunders, A. & Marcia M. C. (2007). *Financial markets and institutions* (3rd ed). New Delhi: McGraw-Hill Education (India) Pvt. Ltd.

J. (2012). *Financial markets and institutions* (10th ed). New Delhi: Cengage Learning (India) Private Limited.

Rose, P.S. & Marquis, M.H. (2006). *Money and capital markets: Financial institutions and instruments in a global marketplace* (9th ed). New York: McGraw-Hill Irwin.

FIN 655: International Financial Management

(MBS finance specialization)

Credits: 3

Lecture Hours: 48

Course Objective

The main purpose of this course is to provide an understanding of the framework for corporate financial decision-making in a multinational context. The course also intends to introduce various risks and management strategies associated with international finance.

Course Description

Companies operating globally are different from their domestic counterparts due to their exposure to foreign exchange fluctuations, political risks, etc. To address these realities the course begins with a background of globalization, multinational enterprises and international monetary system. Then the course moves onto the balance of payment, foreign exchange markets, the determination of exchange rates along with international parity conditions. It further addresses foreign exchange exposures – transaction, operating and translation. Next, the core of financial management – capital budgeting, capital structure including the cost of capital and working capital management in the context of MNEs are covered. Finally, the course covers foreign direct investment and associated risk.

Course Details

The course consists of 8 units. The detailed contents of each unit along with contact hours are given below.

Unit 1: Globalization and MNEs

LH 3

Globalization and international business; rise of multinational corporations; process of overseas expansion, globalization process; and difference between multinational and domestic financial management.

Unit 2: International Monetary System

LH 3

History of international monetary system; contemporary currency regime; fixed versus flexible exchange rates; emerging markets and regime choices; and monetary unification and the Euro.

Unit 3: Balance of Payments

LH 3

Balance of payments – importance and accounting methods; international trade flows; and factors affecting international trade flows and its effect on BOP.

Unit 4: Foreign Exchange Market and Foreign Exchange Rate Determination

LH 10

Foreign Exchange Market: geographical extent of foreign exchange market; functions of foreign exchange market; market participants; transactions in interbank market. International Parity Conditions: prices and exchange rates; interest rates and exchange rates. Foreign Exchange Rate Determination: the balance of payment approach; asset market approach to forecasting; disequilibrium; exchange rates in emerging markets; and forecasting in practice.

Unit 5: Foreign Exchange Exposure**LH 10**

Types of foreign exchange exposure. Transaction Exposure: hedging; measurement of transaction exposure; techniques for management of transaction exposure and risk management in practice. Operating Exposure: attributes of operating exposure; measuring the impact of operating exposure; management of operating exposure – strategic and proactive management. Translation Exposure: overview of translation; managing translation exposure; and evaluation of performance.

Unit 6: Global Cost of Capital and Capital Structure**LH 4**

Global Cost of Capital: weighted average cost of capital; demand for foreign securities; cost of capital for MNCs compared to domestic firms. Financial Structure: optimal financial structure; optimal financial structure and the MNE; and financial structure of foreign subsidiary.

Unit 7: Multinational Capital Budgeting**LH 6**

Complexities of budgeting for a foreign project; and project vs. parent valuation.

Unit 8: Multinational Working Capital Management**LH 6**

Working capital management – operating cycle, managing receivables, inventory management, international cash management, and financing working capital.

Unit 9: FDI and Risk Analysis**LH 3**

Reasons and benefits of FDI; country risk; political risk factors; financial risk factors, types and techniques for the assessment of country risk.

Textbooks

Eiteman, D. K. Arthur I. S. Moffett, M. H. & Pandey, A. (2007). *Multinational business finance*. Delhi; Dorling Kindersley (India) Pvt. Ltd.

References

Madura, Jeff. (2015). *International financial management (12th ed)*. Singapore: Thomson South-Western

Shapiro, A. C. (2015). *Multinational financial management (9th ed)*. New Delhi: Wiley India Pvt. Ltd.

FIN 653: Securities Analysis and Portfolio Management

(MBS finance specialization)

Credits: 3

Lecture Hours: 48

Course Objectives

The course aims to provide the students with knowledge of principles and theories of investment and develop analytical skills for appraisal of securities and management of investible funds from the viewpoint of investors, individuals as well as institutions, particularly in the context of Nepal.

Course Description

This course provides a broad overview of investment environment, trading of securities in financial market, mutual fund and other investment companies, capital allocation and optional risky portfolios, equilibrium in capital market and market efficiency, fixed income securities analysis, common stock analysis, economic and industry analysis and active portfolio management. This course also provides an overview of these topics in the context of Nepal.

Course Details

Unit 1: The Investment Environment

LH 3

Types of investment; investment process; financial markets and the economy; ongoing trends of investment; and investment environment in Nepal.

Unit 2: Financial Market and Trading of Securities

LH 5

Market and Instruments: the money market and capital market; equities securities; stock and bond market indexes. Trading of Securities: issue of securities; trading of securities; markets for trading securities—trading on exchanges, trading on the OTC market; trading costs; buying on margin; short sales; and regulation of securities markets.

Unit 3: Mutual Funds and Other Investment Companies

LH 4

Investment companies; types of investment companies; mutual funds; costs of investing in mutual funds; mutual fund investment performance; and mutual funds in Nepal.

Unit 4: Risk Aversion, Capital Allocation and Risky Portfolios

LH 10

Risk Aversion: risk and risk aversion; capital allocation across risky and risk-free portfolios; portfolios of one risky and a risk-free asset; the capital market line; portfolio of two risky assets. Optimal Risky Portfolios: diversification and portfolio risk; the Markowitz portfolio selection model.

Unit 5: Equilibrium in Capital Market and Market Efficiency

LH 10

The Capital Asset Pricing Model: introduction; security market line; practicality of the CAPM; extensions of the CAPM. Arbitrage Pricing Theory: arbitrage opportunities and profits; the APT and well-diversified portfolios; a multifactor APT. Market Efficiency: random walk and the efficient market hypothesis (EMH); implications of the EMH for investment policy; and event studies.

Unit 6: Securities Analysis**LH 10**

Fixed-income Securities Analysis: bond characteristics; bond pricing and default risk; bond yields; bond prices over time; the term structure of interest rates: the term structure under certainty; measuring the term structure; interest rate uncertainty and forward rates. Common Stock Analysis: equity valuation model; balance sheet valuation methods; intrinsic value versus market price; dividend discount models; price-earnings ratio; corporate finance and the free cash flow approach; inflation and equity valuation; and behavior of the aggregate stock market.

Unit 7: Macroeconomic and Industry Analysis**LH 3**

The global economy; the domestic macro-economy; demand and supply shocks; government policy; business cycles; and industry analysis.

Unit 8: Portfolio Performance Evaluation**LH 3**

Measuring investment returns; the conventional theory of performance evaluation; performance measurement with changing portfolio composition; market timing; evaluating performance evaluation; and performance attribution procedures.

Textbook

Bodie, Z., Kane, A., Alan, M. J. & Mohanty, P. (2015). *Investments* (10th ed). New Delhi: Tata McGraw Hill.

References

Reilly, F. K. & Keith, C.B. (2012). *Investment analysis and portfolio management* (10th ed). New Delhi: Cengage Learning (India) Private Limited.

Sharpe, W.F., Gordon, J.A., & Jeffery, V.B. (1998). *Investments* (6th ed). New Delhi: Prentice Hall of India Ltd.

FIN 652: Working Capital Management

(MBS finance specialization)

*Credits: 3
Lecture Hours: 48*

Course Objective

This course aims to develop through understanding of major components of working capital management so that students are able to develop appropriate working capital policies for the firm. Further, it aims to develop students' skills for analyzing working capital requirements and identifying appropriate sources of financing the working capital requirements.

Course Description

This course covers detail contents on all aspects of working capital management. The major topics covered in this course are: working capital management and policy, inventory management, receivable management, cash and marketable securities, and short-term financing by banks in Nepal.

Course Details

Unit 1: Working Capital Management and Policy LH 7

Working capital management; importance of working capital management; types of working capital; factors affecting working capital; working capital cycle; cash conversion cycle; working capital investment and financing policy; alternative working capital investment policies; and alternative working capital financing policies.

Unit 2: Liquidity, Cash and Marketable Securities LH 8

Liquidity and its role; cash management and collection – concentration banking, lock-box system, and preauthorized checks; control of disbursement; cash management service by bank; investment in marketable securities; types of marketable securities; portfolio management; and cash budget.

Unit 3: Management of Accounts Receivable LH 8

Credit policies – credit standards; credit period, discount, seasonal dating; collection policy and evaluation collection program, evaluating the credit applicants – sources of information, credit analysis, credit decision; outsourcing credit and collection; monitoring and control of account receivables; and application of discriminant analysis to the selection of accounts.

Unit 4: Management of Inventories LH 7

Inventory management and control; classification system – ABC classification, VED classification, FSN classification; economic order quantity; uncertainty and safety stock; just-in-time (JIT) control and the internet; and inventory and the financial manager.

Unit 5: Liability Management and Short-term Financing LH 12

Liability structure of a company; trade credit financing; accrual accounts as spontaneous financing; unsecured short-term loans – line of credit, revolving credit agreement, transaction

loan; interest rates; and secured lending arrangements – assignment of accounts receivable, factoring receivable, inventory loan, chattel mortgage, trust receipt loan, terminal warehouse receipt loan and field warehouse receipt loan.

Unit 6: Working Capital Financing by Banks in Nepal

LH 6

Determination of working capital gap; fund-based facilities - cash credit, working capital demand loan, and bill discounting; non-fund-based facilities; security; and regulatory requirement for working capital loan.

Textbooks

Van Horne, J. C. & Dhamija S.(2014). *Financial management and policy* (12th ed). New Delhi: Dorling Kindersley (India) Pvt. Ltd.

Preve, L. A. , Saria-Allende, V. (2010). *Working capital management*. Oxford: Oxford University Press.

References

Bhattacharya, Hrishikesh (2014). *Working capital management: Strategies and techniques* (3rd ed). New Delhi: Prentice - Hall of India.

Rose, S. A., Westerfield, R. W., Jaffe, J. & Kakani, R. K. (2014). *Corporate finance* (10th ed). New Delhi: McGraw-Hill Education (India) Pvt. Ltd.

Brealey, R. and Stewart, M., Alen F. & Mohanty, P. (2014). *Principles of corporate finance* (11th ed). New Delhi: McGraw-Hill Book Company.

MGT 669: Performance Management

(Management Specialization)

Credits: 3
Lecture Hours: 48

Course Objective

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems and strategies. Students will gain practical skills through self-reflection, discussion, case studies, reading, literature reviews, research and application.

Course Description

This course contains introduction to performance management, performance management system and strategic, performance planning and appraisal, performance management implementation, performance monitoring and counseling, Performance Management Strategic and Interventions, Ethics in Performance Management, Role of HR Professionals in Performance Management System, Emerging Concepts.

Course Details

Unit 1: Introduction to Performance Management

LH 5

Concept of Performance Management, Characteristics, Objectives and Principles of Performance Management, Role of Appraisal in Performance Management, Challenges to Performance Management, Performance Management Process, Performance Management Process-Conceptual Model and its Application.

Unit 2: Performance Management System and Strategies

LH 6

Objectives, Functions, Characteristics of effective PMS, Components of PMS, Competency based PMS, Electronic Performance Management, Corporate and Business Level Strategic Plans, Objectives, Targets, Goals, Target and Performance Management, Scorecards.

Unit 3: Performance Planning and Appraisal

LH 7

Concept of Performance Planning, Characteristics, Objectives, Importance & Methodologies, Components of Performance Planning, KPIs (Key performance Indicators) Process & Barriers to Performance Planning, Competency Mapping, Methods of Competency Mapping, Appraisal Process, Approaches, Methods & Common Rating Errors. e-HR Managing 360 Degree performance appraisal.

Unit 4: Performance Management Implementation

LH 6

Bottlenecks, Strategies & Factors affecting PM implementation, Operationalizing Change through Performance Management, Building & Leading high performance team, Organizational Culture and Performance Management.

Unit 5: Performance Monitoring and Counseling

LH 7

Concept, Characteristics, Objectives, Importance and Process of Performance Monitoring, Ongoing Mentoring and Protégé Development **Performance Counseling:** Concept, Principles of Performance Counseling, Performance Counseling Skills & Performance Counseling for higher job performance.

- Unit 6: Performance Management Strategic and Interventions** **LH 6**
Reward based performance management; career based performance management, team based performance management, culture based performance management; measurement based performance management; competency based performance management; leadership based performance management.
- Unit 7: Ethics in Performance Management** **LH 4**
Principles, Ethical Issues & Dilemmas, Developing Code of Ethics, Performance Management in MNCs
- Unit 8: Role of HR Professionals in Performance Management System** **LH 3**
Appraising HR function, Future role of HR Professionals in Performance Management in Knowledge Millennium.
- Unit 9: Emerging Concepts** **LH 4**
HR Bench Marking and Performance Management, HR Out Sourcing and Performance Management, Role of Mentoring on Performance Management, Performance Management in Developing Countries

Reference:

- Aguinis, Herman, *Performance Management*, Pearson Education, Inc. 2nd Edition
Kandula, Srinivas R., *Performance Management*, PHI, New Delhi.
Rao, T.V., *Performance Management and Appraisal* Systems, Response Bank, New Delhi.
Cardy, Robert L., *Performance Management: Concepts, Skills and Exercise*, PHI, New Delhi.
Cascio, W. F. , *Managing Human Resources: Productivity, Quality of work life, Profits*, Singapur: McGraw Hills.
Dessler, G. and Varkkey, B., *Human Resource Management*, New Delhi: Prentice Hall.

MGT 666: Quality Management

(Management Specialization)

Credits: 3
Lecture Hours: 48

Course Objectives

The course introduces the fundamental concepts of total quality management, statistical process control, six sigma and the application of these concepts, philosophies, and strategies to quality related issues. It also imparts the knowledge and skills in diagnosing and analyzing problems causing variation in manufacturing and service industry processes. The students will get a basic understanding of "widely-used" quality analysis tools and techniques.

Course Description

This course contains Quality, Strategic planning and competitive advantage, principles of total quality management, customer focus, quality control and quality assurance, statistical process control, quality management assistance tools, managing and organization for quality, quality management standards: (introductory aspects only).

Course Detail

Unit 1: Quality, Strategic planning and competitive advantage **LH 5**

Concept of quality, quality in manufacturing and service system, quality and price, quality and market share, quality and cost, quality and competitive advantage. Introduction to Quality Control – Quality and Cost Considerations – Statistics and its applications in Quality Control.

Unit 2: Principles of Total Quality Management **LH 7**

Introduction - Elements of Total Quality Management - Malcolm Baldrige National Quality Award Award Criteria. Benefits of Total Quality Management. The Deming Management Philosophy – The Juran Philosophy – The Crosby Philosophy.

Unit 3: Customer Focus **LH 5**

The Customer-Driven Quality Cycle - Quality Function Deployment –Customer Satisfaction Measurement Techniques – Customer Relationship Management Techniques.

Unit 4: Quality Control and Quality Assurance **LH 8**

Concept of Quality Control – Concept of Process Variation – Acceptance Sampling – Sampling Inspection Vs. Inspection – Attributes and variable sampling plans – OC Curves – Producer and Consumer Risk – AQL, RQL, TQL, AOQL and AOL.

Unit 5: Statistical Process Control **LH4**

Control Charts – X-R, P, np and C Charts – Benefits of Control Charts and Applications

Unit 6: Quality Management Assistance Tools **LH6**

Recent Technique for Quality Improvement – Zero Defect – A Quality Motivation Techniques – Quality Management system and Total Quality Control. Ishikawa Fish Bone diagram, Quality Circles, Kaizen method, lean manufacturing, 5's methodology, six sigma, kanban system, Pareto Analysis, Poka Yoke

Unit 7: Managing and organization for quality **LH6**

Quality Policy – Quality Objectives –Leadership for Quality – Quality and organization culture – Cross-Functional Teams– Supplier/Customer Partnerships.

Unit 8: Quality Management Standards: (Introductory aspects only)

LH7

The ISO 9001:2000 Quality Management System Standard, CMMI Fundamentals & Concepts, Auditing Techniques - Planning for an audit - Developing a Check-list -Conducting an Audit - Writing an Audit Report - Auditor Ethics - Value -addition process during Internal Audit - Mock Audits - Quiz.

Reference Books

- Dahigaard Jens J., Kristensen K., Kanji Gopal K, “*Fundamental of Total Quality Management*” Bross Chapman & Hall, London.
- George, Stephen and Weimerskirch, Arnold, “*Total Quality Management – Strategies and Techniques Proven*”, Mohit Publications.
- Juran, Joseph M., “*Total Quality Management* : Mc Graw-Hill Pub
- Hakes, Chris (editor) *Total Quality Management* : The Key to Business Success”, NyChapman and Hall Pub.
- Fox, Roy., “*Making Quality Happen. Six steps to Total Quality Management*” McGraw-Hill.
- Jain, “*Quality Control And Total Quality Management*”, Tata McGraw Hill.
- H.Lal “*Total Quality Management: A Practical Approach*”, New Age International Private Ltd.
- Besterfield, “*Total Quality Management*”, Pearson Education.
- Rao, Ashok, “*Total Quality Management : A Cross Functional Perspective*”, Wiley & Sons.

MGT 665: Organizational Development and Change

(Management Specialization)

Credits: 3

Lecture Hours: 48

Course objectives

The course orients the students with the various tools and techniques for Organizational Development. This course in organizational development is framed to help the students to learn the concepts related to organizational development so as to understand how a successful Business are framed at different levels of Management for organizational success and smooth functioning of an organization in today's dynamic environment.

Course Description

This course contains introduction to organizational development, organizational development interventions, designing organizational structures, key issues in organizational development.

Course Details

Unit 1: Introduction to Organizational Development

LH 13

Foundations of Organizational Development and Managing the Organizational Development Process. Approaches to understanding organizations, Key organizational design, procedures, differentiation and integration, Leaders role in shaping and reinforcing organizational culture, developing a global organizational culture. History of OD and value, assumption and belief in OD.

Unit 2: Organizational Development Interventions

LH 12

Organizational development and change, Change Agents: skills, Levin's Change model, organizational reality, Sensitivity Training, Team Interventions, Third- Party Peacemaking Interventions, Inter Group Interventions, Comprehensive Interventions, Strategic interventions MBO, Role Playing, Future Challenges. Managing OD process, OD interventions in Nepalese organizations.

Unit 3: Designing Organizational Structures

LH 10

Functional, Divisional (Product, Geographic, Market), Nature and Network Structure, the Learning organization, Virtual/ Boundary Less organization, Organic Vs, Mechanistic structure, 360 degree organizational structure.

Unit 4: Key Issues in Organizational Development

LH 13

Issues in Consultant-client Relationships, system ramification, power, politics and OD. Action Research, Ethical Issues in Organizational Development and Future of Organizational Development, Emerging issues of work organization and quality of working life – career stage model – moving up the career ladder, Forces reshaping organization – Life cycles in organization, key issues in OD in Nepalese organization.

Text Books:

French, W., Cecil, H. Bell & Jr. (2004). *Organizational Development*. Prentice Hall of India Pvt. Ltd.

Jones, G. R. (2nd edition, 2004). *Organizational Theory*. Addison-Wesley Publishing Company.

Reference Books:

Burnes B. (1996). Managing Change: A *Strategic Approach to Organizational* Dynamics. London, Pitman.

Cummings, T. G. & Warley, C. G. (7th edition, 2001). *Organizational Development & Change*. Cincinnati, Ohio: South-western.

MGT 670: Leadership and communication

(Management Specialization)

Credits: 3

Lecture Hours: 48

Course Objective

Leadership is fundamental to improving groups, organizations, and society and communication is fundamental to leadership. Leadership is an interactive process through which leaders and followers develop an effective approach to collective goals. This course aims to increase understanding of the leadership process and the communication involved enhances the skills of all participants and fosters more effective collaboration.

Course Description

This course contains introduction of leadership and communication, leadership styles and behavior, politics, power and influence, leadership in groups and teams, leadership, culture and diversity, ethical leadership and followership.

Course Details

Unit 1: Introduction

LH 7

Concept, prerequisites of organizational leaders, leadership from a communication perspective, The dimensions of leadership communication styles, Authoritarian, democratic and laissez-fair leadership, Task and interpersonal leadership, followers communication styles, communication styles and information processing.

Unit 2: Leadership Styles and behavior

LH 10

Leadership traits, situation, transactional, functional and relationship leadership, Steward and servant leadership, transformation and charismatic leadership, value-based leadership, assessing leadership potential, measuring the effects of leadership, managerial derailment and self-defeating behavior, developing planning and pipeline, professional development, Leader-member exchange theory

Unit 3: Politics, power and Influence

LH 8

The nature of organizational politics, Use of political behavior, guidelines for developing political skills, Power and leadership, sources of power, types of power and influencing tactics, credibility, compliance-gaining strategies, developing argumentative competence, Negotiating, the leader as negotiator, the process of negotiation, resisting influence.

Unit 4: Leadership in Groups and Teams

LH 8

Use of teams in organizations, Fundamentals of group interaction, Basic and advance skills of team leaders, Making team effective, emergent leadership, leadership skills in effective team meetings, group decision making, team leadership, fostering team leadership, self-managed teams.

Unit 5: Leadership, Culture and Diversity**LH 8**

Leadership in different cultures, the leader as culture maker, the leader as sense maker, intergroup leadership, the power of expectation: the Pygmalion effect, managing diversity, understanding cultural differences, benefits of embracing diversity, the downside of diversity, fostering diversity, effect of globalization on diversity leadership.

Unit 6: Ethical Leadership and Followership**LH7**

Personal values, organizational practices that foster an ethical work environment, authentic leadership, factors influencing ethical behavior, justifying unethical behavior, guides to ethical behavior, Roles and responsibilities of followers, trusting relationships, strategies to promote followership.

Text and Reference

Hackman, M. Z. and Johnson, C.E. Leadership: a *Communication Perspective*, Waveland Press

Johnson, C.E. and Hackman, M.Z. *Creative Communication*, Waveland Press.

Haldar, U.K. *Leadership and Team Building*, Oxford

Achua, C.F. and Lussier, R.N. *Effective Leadership*, CENGAGE Learning

Rowe, W. G and Guerrero L. *Cases in Leadership*, Sage.

MGT 668: Organization Theory

(Management Specialization)

Credits: 3

Lecture Hours: 48

Course Objective

This course deals with the organization theory from its origins through to the most recent debates. Understanding of different theories or organization enhances capacity to comprehend what goes on in organizations. Thus, this course aims to provide a clearly structured and interesting exploration of the ways in which the verity of theories perspectives that constitute organization theory provide profound challenges for organizations in the 21st century.

Course Description

This course contains introduction of organizational theory, modernism and neo- modernism organizational theories, post- modernism and reflective organization theories, organization design, structure and effectiveness, organizational culture and ethics.

Course Details

Unit 1: Introduction

LH 7

Concept of organization theory, the relationship between organization theory and human activities, the relationship between organization theory and management practice, social engineering and organization theory, critical alternatives to managerialism in organization theory, philosophical disputes and debates in explaining and understanding organization theories.

Unit 2: Modernism and Neo-Modernism Organization theories

LH 13

Concept of modernism, historical roots, overview of modernist organization theory, general system theory, the organization as a simple machine, mechanistic vs. organic structure, modernist themes in organizational design, concept of neo-modernist organization theory, human relationship school, neo-modernist theory challenging organizations, organization culture and design, perspectives and challenges.

Unit 3: Post- Modernism and Reflective Organization Theories

LH 15

Concept of post-modernism, post industrialism and the information society, Neo-Fordism, flexible specialization and post-Fordism, the key thinkers of post modernism, organizational culture, the challenges of post-modernism to organizational theory, concept of reflective organization theory, symbolic interactionism, ethno methodology, developing a sense of self in organizations, understanding organization as culture through symbols, the development of critical theory challenging organization theory, the development of psychoanalysis to challenge organization theory; the challenges of critical theory and psychoanalysis for understanding the individual, the group and the organization, perspectives and challenges.

Unit 4: Organization Design, Structure and Effectiveness**LH 7**

Concept, importance, the consequences of poor organizational design, levels of analysis, organizational stakeholders, top managers and organizational authority, vertical and horizontal differentiation, bureaucratic structure, the principles and advantages of bureaucratic structure, the specialization and coordination- functional, divisional, network and matrix structure measuring organizational effectiveness, factor affecting organizational effectiveness.

Unit 5: Organizational Culture and Ethics**LH 6**

Concept of organizational culture, transmitting culture to organizational members, genesis of culture in organization, managing organizational culture, concept of ethics in organization, ethical and unethical behavior, factors influencing ethical behavior, justifying unethical behavior, guides to ethical behavior, approaches to corporate social responsibility.

Text and Reference Books:

McAuley, J. and Duberley, J. *Organization Theory: Challenges and Perspectives*, Prentice-Hall.

Jones, G.R. *Organizational Theory: Text and Cases*, Addison-Wesley Publishing company.

Jones, G.R. and Mathew, M. *Organizational Theory, Design, and Change*, Pearson.

Cummins, T.G. and Worli, C.G. *Theory of Organization Development and Change*, CENGAGE Learning.

MGT 667: Recent Trends in Management

(Management Specialization)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to acquaint the students with the recent trends of developments in the field of management. The topics selected in this course are published in Harvard Business Review.

Course Description

This course contains Management System and Strategy for Competitive Advantage, Leadership, Knowledge and Innovation, Motivation and Team work, Talent Management.

Course Details

Unit 1: Management System and Strategy for Competitive Advantage LH 11

- Mastering the management system
- Picking the right transition strategy
- The chief strategy officer
- Implementing a new strategy without disrupting organization
- Bringing science to the art of strategy
- Managing your Mission
- The female economy.

Unit 2: Leadership LH 8

- The focused leader
- Becoming the boss
- How successful leaders think
- Leadership in the age of transparency
- In praise of the incomplete leaders
- The leadership lesson from Steve Jobs.

Unit 3: Knowledge and Innovation LH 10

- Where important innovation takes place
- Corporate initiatives in knowledge management
- An integrative thoughts on knowledge management
- Sustainability as a key driver of innovation
- Innovation in turbulent times
- 10 rules for managing Global innovation.

Unit 4: Motivation and Team work LH 11

- Employee motivation
- A powerful new model; Managing talents for competitive advantage
- The new science of building great teams
- Why teams don't work
- How GE teaches teams to lead change
- Managing multicultural teams.

Unit 5: Talent Management

LH 8

- Winning the race for talent in emerging market
- How to keep your top talent
- The Battle for female talent in emerging markets
- Make your company a talent factory.

MKT 659: Brand Management

(MBS-MKT specialization)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to build students' understanding of the managerial issues related with development and management of brands.

Course Description

This course provides a strategic perspective for building and managing brands. The course includes branding fundamentals, brand building process, brand equity, brand positioning and values, brand marketing programs, brand researches, and brand management strategies.

Course Details

Unit 1: Introduction

LH 4

Meaning of brand and branding. Objectives of branding. Brand anatomy. Importance of branding. Brand architecture. Brand hierarchy. Branding challenges of the 21st Century.

Unit 2: Strategic Brand Building Process

LH 4

Strategic process for brand building. Brand vision and organization culture. Strategic audit. Identifying branding opportunities. Brand values. Brand identity and image. Brand positioning and USP. Brand personality. Brand experience.

Unit 3: Brand Equity

LH 8

Concept of brand equity. Brand equity benefits. Measurement of brand equity. The Customer-based Brand Equity model. Asker's model. Brand Z model. The Brand Dynamics Pyramid model. Brand Asset Valuator model. Financial valuation of brand equity. Problems in brand valuation. Valuation approaches. Models for financial valuation.

Unit 4: Brand Positioning and Values

LH 8

Brand positioning concept. Types of brand positioning. Strategic brand positioning. Brand positioning process. Brand values. Value proposition canvas. Core brand values. Brand mantra: Designing a brand mantra. Implementing brand mantra. Internal branding: concept and process.

Unit 5: Brand Marketing Programs

LH 8

Brand building process. Brand element strategy: Choice of brand name, logos and symbols, color, shape, typeface, scale, brand characters, slogans, jingles and sound signals, packaging, Uniform Resource Locators (URLs). Brand marketing program: Product strategy: perceived quality and relationship marketing. Customer-brand relationships. Brand pricing strategy – value based pricing. Channel strategy and brand. Role of advertising in brand-building. Integrated Communication Mix for brand building. Leveraging secondary associations. Key brand leverages.

Unit 6: Measurement of Brand Performance

LH 8

Importance and areas of brand research. Qualitative tools and research methods. Brand knowledge measurement. Brand awareness measurement. Metrics for brand awareness measurement. Brand image measurement. Brand tracking studies. Brand purchase intention measurement. Brand loyalty measurement. Brand positioning measurement. Quantitative research tools in brand measurement.

Unit 7: Brand Management Strategies**LH 8**

Brand value chain. Designing branding strategies. Brand-product relationship (Matrix). Brand portfolio management. Brand extension strategy. Brand management over time: Brand reinforcement strategies, Brand revitalization strategies, Brand retirement and rejuvenation strategies .

References

Keller, K. L., *Strategic Brand Management*, Pearson Education: New Delhi.

Aaker, D. A., *Managing Brand Equity*, Free Press: New York.

Koirala, K.D. *Brand Management Strategy*, M.K. Publishers and Distributors: Kathmandu.

MKT 657: Consumer Behavior

(MBS-MKT specialization)

Credits: 3
Lecture Hours: 48

Course Objective

This course provides the theoretical basis for analyzing consumers' purchase behaviors and their applications in various areas of marketing.

Course Description

Consumer behavior analysis is the basic science of marketing and provides a deep understanding of the buying process and buying reasons of the end users of products and services. It includes topics on the use of the consumer behavior analysis in business and non-business decisions, buying process of consumers, individual and socio-cultural determinants of consumer behavior.

Course Details

Unit 1: Introduction

LH 6

Concept and nature of consumer behavior. Application of consumer behavior knowledge in business decisions, marketing management, social marketing, and public policy decisions. The microeconomic and behavioral economics' explanation of consumer behavior. Simple input-output based model of consumer behavior.

Unit 2: Consumer Buying Decision Process

LH 12

Consumer buying decision process in high-involvement and low involvement purchase situations. Problem/need recognition: Consumer problem recognition process, types of consumer problems, results of problem recognition. Marketing implications of problem recognition. Information search: Types of information sought, sources of information, amount of information gathered. Marketing implications of the information search process. Evaluation: Evaluative criteria, Reducing range of alternatives, Evaluation of alternatives. Marketing implications of evaluation. Purchase: Brand choice factors and determinants of brand loyalty. Impulse buying behavior. Store choice factors and determinants of store loyalty. In-store purchasing behavior. Situational Influences in buying. Non-store purchasing behavior. Marketing interventions in purchase decisions. Post purchase behavior: Consumer satisfaction and dissatisfaction. Consumer complaint behavior. Cognitive dissonance and solutions. Product disposition behavior. Marketing implications of the post purchase outcomes.

Unit 3: Individual Determinants of Consumer Behavior

LH 18

Consumer Motivations: Nature and role of consumer motives, Classification of motives – Maslow's hierarchy and McGuire's classifications. Motive arousal process. Marketing implications of consumer motivations.

Personality, Self-concept, and Lifestyle: Personality Theories – Psychoanalytical theory, Social theories and trait theory. Applications of personality in marketing. Self-concept: types of self. Product image congruence. Life style – measurement and applications.

Consumer Information Processing and Perception: Information processing framework. Information Acquisition, Perceptual Encoding, and Interpretation.

Consumer Learning and Memory: Learning Characteristics and Elements. Types of Consumer Learning - Classical conditioning, Instrumental conditioning, and Vicarious Learning. Marketing applications of consumer learning. Consumer memory systems – storage, retrieval and forgetting. Advertising applications of consumer memory.

Consumer Attitude: Attitude characteristics and functions, Attitude formation process. Attitude theories and models – Congruity theory, balance theory, Fishbein’s structural models. Attitude Change – low and high-involvement strategies. Persuasive communications and attitude change.

Unit 4: Socio-environmental Determinants of Consumer Behavior

LH 12

Social groups: Types of social groups. Group properties. Influence of reference group on consumer behavior. Influence of opinion leaders and word-of-mouth communications.

Family influences: Family purchase roles. Family life cycle – traditional and modern. Influence of family in household and individual purchases. Consumer socialization and spousal role in family purchase.

Social class: Social class stratification and characteristics. Social class’s influence in consumer behavior. Social classes in Nepal and consumption behavior.

Culture and Sub-culture: Characteristics of culture. Nepalese core cultural values and adopted cultural values and their implications in consumer behavior. Sub-cultural consumption dynamism in Nepal.

References

- David L. Loudon and Albert J. Della Bitta, *Consumer Behavior*, Tata McGraw Hill, New Delhi.
Del I. Hawkins, Roger J. Best and Kenneth . Coney, *Consumer Behavior*, Tata McGraw Hill, New Delhi.
Leon G. Schiffman, *Consumer Behavior*, Prentice Hall Of India, New Delhi.
Krishna, Rajneesh, *Consumer Behavior*, Oxford University Press, New Delhi.

MKT 661: Retail Management

(MBS-MKT specialization)

Credits: 3

Lecture Hours: 48

Course Objectives

This course aims to build students' understanding of the retail operations, management, and marketing. By the end of this course, students should be able to comprehensively understand the nature, process, and strategies of retail business and perform basic retail management functions including analyzing retail customers, managing merchandise and supply chain, and effectively manage the retail marketing mix.

Course Description

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

Course Details

Unit 1: Retail Environment

LH 6

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

Unit 2: Retail Consumer Behavior

LH 6

Consumers' reasons for retail shopping. The retail shopping process and behavior. Key influences in retail shopping - demographic, psychological, environmental, and life-style influences on retail shopping.

Unit 3: Category and Supply Chain Management

LH 12

Factors influencing category management – consumer dynamics, competition, and technology. Category management process – strategic and operational decisions. Managing category mix. Concept and importance of supply chain management. Factors influencing successful supply chain management. Framework for supply chain management. Supply chain business process. Supply chain components.

Unit 4: Retail Buying, Store Layout and Design

LH 12

Retail buying objectives. Organizational buying process and behavior. Functions and responsibilities of a retail buyer. Merchandise and assortment plans – concept and planning process. Group buying. Concept and objectives of store layout and design. Circulation planning. Circulation graphics. Store fronts and entrance designs. Merchandise display – fixtures and positioning. Material choice – floors, interior walls, ceilings. Lighting of retail outlets. Music and signage graphics.

Unit 5: Retail Marketing Mix

LH 12

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

References

Bajaj, Chetan, Rajnish Tuli and Nidhi Srivastava, *Retail Management*, Oxford University Press.
David Gilbert, *Retail Marketing Management*, Pearson Education.
Sinha, P.K. and Dwarika P. Uniyal, *Managing Retailing*, Oxford University Press.

MKT 660: Sales Management

(MBS-MKT specialization)

Credits: 3
Lecture Hours: 48

Course Objective

This course aims to provide students with the knowledge and skill in developing as well as implementing sales management strategies and managerial techniques in the real business world.

Course Description

This course contains introduction of sales management, planning the sales organization, Sales Force Management, Sales Forecasting and Management of Sales Territories and Sales Quotas, Channel. Decision in Sales Management, Management of Sales Promotion, International Sales Management, Sales Evaluation and Control.

Course Details

Unit 1: Introduction

LH6

Concept and Evolution of sales management; Nature and role of salespeople and sales manager in sales management; Relation of sales management with marketing management; Review of sales process; Theories of sales management – The AIDAS approach, The RIGHT SET OF CIRCUMSTANCES APPROACH, The BUYING FORMULA approach, and The BEHAVIORAL EQUATION approach; Objective and Sales Management Process – *Planning the sales organization, Recruitment and selection of Sales force, Training and motivating the sales personnel, Supervising and controlling the sales force performance;*

Unit 2: Planning the Sales Organization

LH 5

Concept and Evolution of sales department; Principles of sales organization; Process of setting up a sales organization – *Defining objectives, Determination of activities and their volume of performance, Grouping activities into positions, Assignment of personnel to positions, Provision for coordination and control;* Organizational Design – *Line organization, Territorial organization, Functional organization, Product-based organization, Customer-based organization, combined organization;* Factors affecting sales organization structure;

Unit 3: Sales Force Management

LH 6

Tasks of sales force management; Designing the sales force strategy; Recruiting and selecting the sales people; Challenges in sales force selection; Training the sales force – *Objective and principles of sales force training, Process of sales force training, Methods of training;* Directing and motivating the Sales force – *Nature of directing the sales force, Nature and importance of motivation, The process of motivation, Factors influencing the motivation of the sales force;* Compensating the sales people – *Objective and characteristics of an effective compensation plan, Types of sales force compensation, Steps in designing a compensation plan;* Supervising and controlling the sales force performance;

Unit 4: Sales Forecasting and Management of Sales Territories and Sales Quotas LH 7

Concept, approaches and methods of sales forecasting; Reasons for establishing and not having sales territories; Procedure for setting up sales territories; Assignment of sales personnel to territories; Essential components of territorial management – *Allocation of sales quota, account analysis, develop account objectives and sales quotas, customer sales planning, scheduling and routine, territory and customer evaluation; Types and methods of sales quotas; Methods of setting sales quotas; Problems/reasons for not using sales quotas;*

Unit 5: Channel Decision in Sales Management LH 4

role of channel decision in sales management; Methods of distribution; Distribution channels for consumer and industrial products; Role of wholesalers and retailers in sales management; Nature of channel conflicts; Methods of resolving channel conflicts; Physical distribution and logistics management;

Unit 6: Management of Sales Promotion LH 4

Concept and Types of sales promotion – Consumer promotion, trade or dealer promotion, business or business-to-business promotion, sales force promotion; Benefits and drawbacks of sales promotion to manufacturers, consumers, and traders; Coordinating sales promotion with advertising and personal selling; Evaluation of sales promotion – at pre-testing stage, at concurrent testing stage, and at post testing stage;

Unit 7: International Sales Management LH 6

Features and opportunities of international sales; Methods of selling in foreign markets; Sources of identifying overseas distributors; Referral marketing techniques in international sales; Challenges of international sales.

Unit 8: Sales Evaluation and Control LH 6

Need of sales evaluation and control; Process of sales control; Tools of sales control and analysis – Sales audit, Market audit, Sales force expense analysis; Methods of measuring sales organization effectiveness – sales analysis, marketing cost analysis, classification of marketing expenses, credit control, market share analysis, budgetary control, ratio analysis, management objectives (MBO);

Reference Books

Futrell, Charles M., *Sales Management: Teamwork, Leadership and Technology*, Thomson South-Western, United States, 2003.

Havaladar and Cavale, *Sales and Distribution Management: Text and Cases*, Tata McGraw Hill Education Private Limited, New Delhi, 2011.

Panda and Sahadev, *Sales and Distribution Management*, Oxford University Press, New Delhi, 2012.

Still, Cundiff and Govoni, *Sales Management: Decisions, Strategies and Cases*, Prentice-Hall of India, Priate Limited, New Delhi, 2008.

Shrestha, Shyam K., *Fundamentals of Selling: a professional approach*, Asmita Books & Distributors (P) Ltd., 2010.

MKT 658: International Marketing

(MBS-MKT specialization)

Credits: 3
Lecture Hours: 48

Course Objective

This course aims to provide an understanding of the process and dynamism of marketing practiced across the international markets.

Course Description

This is a comprehensive course that deals on the process and challenges of international marketing. The course includes topics such as scope and challenges of international marketing, dynamism in international trade, the cultural, political, and legal international environment, global marketing strategies, regional and multinational trade arrangements, and structure and dynamism in Nepal's international trade.

Course Details

Unit 1. Introduction

LH 6

Concept and growth of international marketing. International marketing tasks. Stages of international marketing involvement. Strategic orientations in international marketing. The dynamism in international trade – trade barriers, balance of payments, protectionism, tariffs, quotas, and embargoes. Movements against trade restrictions – GATT and WTO. Regional trading blocks.

Unit 2. International Marketing Environment

LH 12

Cultural environment: Concept and origins of culture. Elements of culture. Cultural barriers in international trade. Importance of international cultural knowledge and cultural change in marketing. Bribery and corruption in international marketing.

Political environment: Sovereignty of nations. Political risks of international business. Political vulnerability assessment and risk minimization strategies.

Legal environment: Bases of legal systems. Jurisdictions in international legal disputes and dispute resolution methods. Green marketing and antitrust laws.

Unit 3: International Marketing Research

LH 8

Scope of international marketing research. Process of research – problem identification and research objectives, availability of secondary data, gathering primary data through quantitative and qualitative research, multi-cultural research, research on the Internet.

Unit 4: International Marketing Management

LH 12

Product development for international markets – quality, green marketing, and adaptation issues. Marketing opportunities in services. Challenges of managing brands globally. International marketing channels – distribution patterns in international markets. Marketing intermediaries and choice factors. Locating, selecting, and motivating middlemen. Communications – Integrated marketing communications in international marketing. International advertising goals and strategy. International pricing – approaches to international pricing, price escalation and its effects, leasing and dumping in international markets, countertrade. Transfer pricing strategy.

Unit 5: Nepal's International Trade**LH 10**

Structural dynamism in Nepal's foreign trade. Import and export sources. Import and export procedures and documentations. Institutional mechanism for international trade – Public, private, and non-governmental agencies for trade and export promotions. Key problems in Nepal's international trade. Emergence of WTO and its impact in Nepal's trade regimes. SAPTA and SAFTA.

References

Cateora, Philip, John Graham, and Prasant Salwan, *International Marketing*, Tata McGraw Hill.

Terpstra, Vern and Ravi Sarathy, *International Marketing*, Dryden Press.

Jain, Subhash, *International Marketing Management*, CBS Publications.

MKT 663: Service Marketing

(MBS-MKT specialization)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to develop students' understanding of the strategic issues related to marketing of services.

Course Description

The unique nature of services requires a different marketing approach and strategy than that traditionally used for marketing of goods. Through this course students are expected to learn the nature of services and service marketing; measurement of service customers' expectations and perception; service quality; and management of the service product mix. By the end of this course, students should be able to understand importance of services and service marketing; demonstrate a detailed understanding of the service quality management issues; and develop their analytical perspectives on management of the service marketing mix management.

Course Details

Unit 1: Introduction to Services and Services Marketing

LH 12

Meaning of service. Perspectives on services. Nature of service products and its management challenges. Types of services. Role of services in the economy. Services marketing: concept and nature. Reasons for the development of service marketing. Importance of service marketing to a firm. The service marketing mix (7Ps). The service marketing triangle: external, internal and interactive marketing in services.

Unit 2: Customers' Expectations and Perceptions of Services

LH 8

Customers' expectations: concept, levels of customers' expectations and zone of tolerance. Sources of customers' expectations. Customers' perceptions: concept, areas of perception, customer satisfaction determinants, customers' evaluation of the service outcomes, measurement of satisfaction.

Unit 3: Service Quality and Encounter Management

LH 12

Service Quality: Approaches to service quality - traditional and contemporary approaches. Main drivers of service quality: people, process, and service product. Dimensions of service quality. The service quality gaps model: reasons for the gaps and possible strategies to reduce the gaps. Measurement of service quality: The SERVQUAL instrument. Service Encounter: Concept and types of encounter. Service encounter and customer participation. Encounter characteristics. Areas of service failures. Service failures and customers' complaints. Service recovery: concept and strategies. Service guarantees: importance and types.

Unit 4: Service Marketing Mix Management

LH 16

Service product management: new service development – the systematic approach, new service development process. Branding and positioning of a service product. Service distribution: distribution options and strategic decisions. Location of service outlets. Service

pricing: The uniqueness of service pricing. Approaches to service pricing. Service promotions: IMC for services. Promotion strategies in services. People: managing internal people (employee) – service vision, mission and culture. The service profit chain. Managing external people (customers) – customer care and customer participation in services. Process: Types of service processing. The service process matrix. Physical evidences and services capes: concept and role of physical evidences. Types of service scapes. Services capes' impact on customers and employee.

References

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

Bhattacharjee, C, *Services Marketing*, Excel Books India.

Apte, Govind, *Services Marketing*, Oxford University Press.

MGT 669: Performance Management

(Management Specialization)

Credits: 3

Lecture Hours: 48

Course Objective

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems and strategies. Students will gain practical skills through self-reflection, discussion, case studies, reading, literature reviews, research and application.

Course Description

This course contains introduction to performance management, performance management system and strategic, performance planning and appraisal, performance management implementation, performance monitoring and counseling, Performance Management Strategic and Interventions, Ethics in Performance Management, Role of HR Professionals in Performance Management System, Emerging Concepts.

Course Details

Unit 1: Introduction to Performance Management

LH 5

Concept of Performance Management, Characteristics, Objectives and Principles of Performance Management, Role of Appraisal in Performance Management, Challenges to Performance Management, Performance Management Process, Performance Management Process-Conceptual Model and its Application.

Unit 2: Performance Management System and Strategies

LH 6

Objectives, Functions, Characteristics of effective PMS, Components of PMS, Competency based PMS, Electronic Performance Management, Corporate and Business Level Strategic Plans, Objectives, Targets, Goals, Target and Performance Management, Scorecards.

Unit 3: Performance Planning and Appraisal

LH 7

Concept of Performance Planning, Characteristics, Objectives, Importance & Methodologies, Components of Performance Planning, KPIs (Key performance Indicators) Process & Barriers to Performance Planning, Competency Mapping, Methods of Competency Mapping, Appraisal Process, Approaches, Methods & Common Rating Errors. e-HR Managing 360 Degree performance appraisal.

Unit 4: Performance Management Implementation

LH 6

Bottlenecks, Strategies & Factors affecting PM implementation, Operationalizing Change through Performance Management, Building & Leading high performance team, Organizational Culture and Performance Management.

Unit 5: Performance Monitoring and Counseling

LH 7

Concept, Characteristics, Objectives, Importance and Process of Performance Monitoring, Ongoing Mentoring and Protégé Development **Performance Counseling:** Concept, Principles of Performance Counseling, Performance Counseling Skills & Performance Counseling for higher job performance.

- Unit 6: Performance Management Strategic and Interventions** **LH 6**
Reward based performance management; career based performance management, team based performance management, culture based performance management; measurement based performance management; competency based performance management; leadership based performance management.
- Unit 7: Ethics in Performance Management** **LH 4**
Principles, Ethical Issues & Dilemmas, Developing Code of Ethics, Performance Management in MNCs
- Unit 8: Role of HR Professionals in Performance Management System** **LH 3**
Appraising HR function, Future role of HR Professionals in Performance Management in Knowledge Millennium.
- Unit 9: Emerging Concepts** **LH 4**
HR Bench Marking and Performance Management, HR Out Sourcing and Performance Management, Role of Mentoring on Performance Management, Performance Management in Developing Countries

Reference:

- Aguinis, Herman, *Performance Management*, Pearson Education, Inc. 2nd Edition
Kandula, Srinivas R., *Performance Management*, PHI, New Delhi.
Rao, T.V., *Performance Management and Appraisal* Systems, Response Bank, New Delhi.
Cardy, Robert L., *Performance Management: Concepts, Skills and Exercise*, PHI, New Delhi.
Cascio, W. F. , *Managing Human Resources: Productivity, Quality of work life, Profits*, Singapur: McGraw Hills.
Dessler, G. and Varkkey, B., *Human Resource Management*, New Delhi: Prentice Hall.

MGT 666: Quality Management

(Management Specialization)

Credits: 3
Lecture Hours: 48

Course Objectives

The course introduces the fundamental concepts of total quality management, statistical process control, six sigma and the application of these concepts, philosophies, and strategies to quality related issues. It also imparts the knowledge and skills in diagnosing and analyzing problems causing variation in manufacturing and service industry processes. The students will get a basic understanding of "widely-used" quality analysis tools and techniques.

Course Description

This course contains Quality, Strategic planning and competitive advantage, Principles of Total Quality Management, Customer Focus, Quality Control and Quality Assurance, Statistical Process Control, Quality Management Assistance Tools, Managing and organization for quality, Quality Management Standards: (Introductory aspects only).

Unit 1: Quality, Strategic planning and competitive advantage **LH 5**

Concept of quality, quality in manufacturing and service system, quality and price, quality and market share, quality and cost, quality and competitive advantage. Introduction to Quality Control – Quality and Cost Considerations – Statistics and its applications in Quality Control.

Unit 2: Principles of Total Quality Management: **LH 7**

Introduction - Elements of Total Quality Management - Malcolm Baldrige National Quality Award Award Criteria. Benefits of Total Quality Management. The Deming Management Philosophy – The Juran Philosophy – The Crosby Philosophy.

Unit 3: Customer Focus **LH 5**

The Customer-Driven Quality Cycle - Quality Function Deployment –Customer Satisfaction Measurement Techniques – Customer Relationship Management Techniques.

Unit 4: Quality Control and Quality Assurance **LH 8**

Concept of Quality Control – Concept of Process Variation – Acceptance Sampling – Sampling Inspection Vs. Inspection – Attributes and variable sampling plans – OC Curves – Producer and Consumer Risk – AQL, RQL, TQL, AOQL and AOL.

Unit 5: Statistical Process Control **LH4**

Control Charts – X-R, P, np and C Charts – Benefits of Control Charts and Applications

Unit 6: Quality Management Assistance Tools **LH6**

Recent Technique for Quality Improvement – Zero Defect – A Quality Motivation Techniques – Quality Management system and Total Quality Control. Ishikawa Fish Bone diagram, Quality Circles, Kaizen method, lean manufacturing, 5's methodology, six sigma, kanban system, Pareto Analysis, Poka Yoke

Unit 7: Managing and organization for quality **LH6**

Quality Policy – Quality Objectives –Leadership for Quality – Quality and organization culture – Cross-Functional Teams– Supplier/Customer Partnerships.

Unit 8: Quality Management Standards: (Introductory aspects only)

LH7

The ISO 9001:2000 Quality Management System Standard, CMMI Fundamentals & Concepts, Auditing Techniques - Planning for an audit - Developing a Check-list -Conducting an Audit - Writing an Audit Report - Auditor Ethics - Value -addition process during Internal Audit - Mock Audits - Quiz.

Reference Books

- Dahigaard Jens J., Kristensen K., Kanji Gopal K, “*Fundamental of Total Quality Management*” Bross Chapman & Hall, London.
- George, Stephen and Weimerskirch, Arnold, “*Total Quality Management – Strategies and Techniques Proven*”, Mohit Publications.
- Juran, Joseph M., “*Total Quality Management* : Mc Graw-Hill Pub
- Hakes, Chris (editor) *Total Quality Management* : The Key to Business Success”, NyChapman and Hall Pub.
- Fox, Roy., “*Making Quality Happen. Six steps to Total Quality Management*” McGraw-Hill.
- Jain, “*Quality Control And Total Quality Management*”, Tata McGraw Hill.
- H.Lal “*Total Quality Management: A Practical Approach*”, New Age International Private Ltd.
- Besterfield, “*Total Quality Management*”, Pearson Education.
- Rao, Ashok, “*Total Quality Management : A Cross Functional Perspective*”, Wiley & Sons.

MGT 665: Organizational Development and Change

(Management Specialization)

Credits: 3

Lecture Hours: 48

Course objectives

The course orients the students with the various tools and techniques for Organizational Development. This course in organizational development is framed to help the students to learn the concepts related to organizational development so as to understand how a successful Business are framed at different levels of Management for organizational success and smooth functioning of an organization in today's dynamic environment.

Course Description

This course contains introduction to organizational development, organizational development interventions, designing organizational structures, key issues in organizational development.

Course Details

Unit 1: Introduction to Organizational Development

LH 13

Foundations of Organizational Development and Managing the Organizational Development Process. Approaches to understanding organizations, Key organizational design, procedures, differentiation and integration, Leaders role in shaping and reinforcing organizational culture, developing a global organizational culture. History of OD and value, assumption and belief in OD.

Unit 2: Organizational Development Interventions

LH 12

Organizational development and change, Change Agents: skills, Levin's Change model, organizational reality, Sensitivity Training, Team Interventions, Third- Party Peacemaking Interventions, Inter Group Interventions, Comprehensive Interventions, Strategic interventions MBO, Role Playing, Future Challenges. Managing OD process, OD interventions in Nepalese organizations.

Unit 3: Designing Organizational Structures

LH 10

Functional, Divisional (Product, Geographic, Market), Nature and Network Structure, the Learning organization, Virtual/ Boundary Less organization, Organic Vs, Mechanistic structure, 360 degree organizational structure.

Unit 4: Key Issues in Organizational Development

LH 13

Issues in Consultant-client Relationships, system ramification, power, politics and OD. Action Research, Ethical Issues in Organizational Development and Future of Organizational Development, Emerging issues of work organization and quality of working life – career stage model – moving up the career ladder, Forces reshaping organization – Life cycles in organization, key issues in OD in Nepalese organization.

Text Books:

French, W., Cecil, H. Bell & Jr. (2004). *Organizational Development*. Prentice Hall of India Pvt. Ltd.
Jones, G. R. (2nd edition, 2004). *Organizational Theory*. Addison-Wesley Publishing Company.

Reference Books:

Burnes B. (1996). *Managing Change: A Strategic Approach to Organizational Dynamics*. London, Pitman.

Cummings, T. G. & Warley, C. G. (7th edition, 2001). *Organizational Development & Change*. Cincinnati, Ohio: South-western.

MGT 670: Leadership and communication

(Management Specialization)

Credits: 3

Lecture Hours: 48

Course Objective

Leadership is fundamental to improving groups, organizations, and society and communication is fundamental to leadership. Leadership is an interactive process through which leaders and followers develop an effective approach to collective goals. This course aims to increase understanding of the leadership process and the communication involved enhances the skills of all participants and fosters more effective collaboration.

Course Description

This course contains introduction of leadership and communication, leadership styles and behavior, politics, power and influence, leadership in groups and teams, leadership, culture and diversity, ethical leadership and followership.

Course Details

Unit 1: Introduction

LH 7

Concept, prerequisites of organizational leaders, leadership from a communication perspective, The dimensions of leadership communication styles, Authoritarian, democratic and laissez-fair leadership, Task and interpersonal leadership, followers communication styles, communication styles and information processing.

Unit 2: Leadership Styles and behavior

LH 10

Leadership traits, situation, transactional, functional and relationship leadership, Steward and servant leadership, transformation and charismatic leadership, value-based leadership, assessing leadership potential, measuring the effects of leadership, managerial derailment and self-defeating behavior, developing planning and pipeline, professional development, Leader-member exchange theory

Unit 3: Politics, power and Influence

LH 8

The nature of organizational politics, Use of political behavior, guidelines for developing political skills, Power and leadership, sources of power, types of power and influencing tactics, credibility, compliance-gaining strategies, developing argumentative competence, Negotiating, the leader as negotiator, the process of negotiation, resisting influence.

Unit 4: Leadership in Groups and Teams

LH 8

Use of teams in organizations, Fundamentals of group interaction, Basic and advance skills of team leaders, Making team effective, emergent leadership, leadership skills in effective team meetings, group decision making, team leadership, fostering team leadership, self-managed teams.

Unit 5: Leadership, Culture and Diversity**LH 8**

Leadership in different cultures, the leader as culture maker, the leader as sense maker, intergroup leadership, the power of expectation: the Pygmalion effect, managing diversity, understanding cultural differences, benefits of embracing diversity, the downside of diversity, fostering diversity, effect of globalization on diversity leadership.

Unit 6: Ethical Leadership and Followership**LH7**

Personal values, organizational practices that foster an ethical work environment, authentic leadership, factors influencing ethical behavior, justifying unethical behavior, guides to ethical behavior, Roles and responsibilities of followers, trusting relationships, strategies to promote followership.

Text and Reference

Hackman, M. Z. and Johnson, C.E. Leadership: a *Communication Perspective*, Waveland Press

Johnson, C.E. and Hackman, M.Z. *Creative Communication*, Waveland Press.

Haldar, U.K. *Leadership and Team Building*, Oxford

Achua, C.F. and Lussier, R.N. *Effective Leadership*, CENGAGE Learning

Rowe, W. G and Guerrero L. *Cases in Leadership*, Sage.

MGT 668: Organization Theory

(Management Specialization)

Credits: 3

Lecture Hours: 48

Course Objective

This course deals with the organization theory from its origins through to the most recent debates. Understanding of different theories or organization enhances capacity to comprehend what goes on in organizations. Thus, this course aims to provide a clearly structured and interesting exploration of the ways in which the variety of theories perspectives that constitute organization theory provide profound challenges for organizations in the 21st century.

Course Description

This course contains introduction of organizational theory, modernism and neo- modernism organizational theories, post- modernism and reflective organization theories, organization design, structure and effectiveness, organizational culture and ethics.

Course Details

Unit 1: Introduction

LH 7

Concept of organization theory, the relationship between organization theory and human activities, the relationship between organization theory and management practice, social engineering and organization theory, critical alternatives to managerialism in organization theory, philosophical disputes and debates in explaining and understanding organization theories.

Unit 2: Modernism and Neo-Modernism Organization theories

LH 13

Concept of modernism, historical roots, overview of modernist organization theory, general system theory, the organization as a simple machine, mechanistic vs. organic structure, modernist themes in organizational design, concept of neo-modernist organization theory, human relationship school, neo-modernist theory challenging organizations, organization culture and design, perspectives and challenges.

Unit 3: Post- Modernism and Reflective Organization Theories

LH 15

Concept of post-modernism, post industrialism and the information society, Neo-Fordism, flexible specialization and post-Fordism, the key thinkers of post modernism, organizational culture, the challenges of post-modernism to organizational theory, concept of reflective organization theory, symbolic interactionism, ethno methodology, developing a sense of self in organizations, understanding organization as culture through symbols, the development of critical theory challenging organization theory, the development of psychoanalysis to challenge organization theory; the challenges of critical theory and psychoanalysis for understanding the individual, the group and the organization, perspectives and challenges.

Unit 4: Organization Design, Structure and Effectiveness**LH 7**

Concept, importance, the consequences of poor organizational design, levels of analysis, organizational stakeholders, top managers and organizational authority, vertical and horizontal differentiation, bureaucratic structure, the principles and advantages of bureaucratic structure, the specialization and coordination- functional, divisional, network and matrix structure measuring organizational effectiveness, factor affecting organizational effectiveness.

Unit 5: Organizational Culture and Ethics**LH 6**

Concept of organizational culture, transmitting culture to organizational members, genesis of culture in organization, managing organizational culture, concept of ethics in organization, ethical and unethical behavior, factors influencing ethical behavior, justifying unethical behavior, guides to ethical behavior, approaches to corporate social responsibility.

Text and Reference Books:

McAuley, J. and Duberley, J. *Organization Theory*: Challenges and Perspectives, Prentice-Hall.

Jones, G.R. *Organizational Theory*: Text and Cases, Addison-Wesley Publishing company.

Jones, G.R. and Mathew, M. *Organizational Theory*, Design, and Change, Pearson.

Cummins, T.G. and Worli, C.G. *Theory of Organization Development and Change*, CENGAGE Learning.

MGT 667: Recent Trends in Management

(Management Specialization)

Credits: 3

Lecture Hours: 48

Course Objective

This course aims to acquaint the students with the recent trends of developments in the field of management. The topics selected in this course are published in Harvard Business Review.

Course Description

This course contains Management System and Strategy for Competitive Advantage, Leadership, Knowledge and Innovation, Motivation and Team work, Talent Management.

Course Details

Unit 1: Management System and Strategy for Competitive Advantage

LH 11

- The Simple rules of strategy (Sept 2002, HBR, p.68)
- Picking the right transition strategy (January 2009, HBR, p.34)
- The chief strategy officer (Oct 2007, HBR, p.84)
- Implementing a new strategy without disrupting organization (March 2006, HBR, p.100)
- Managing your Mission (Jan\ Feb 2015, HBR, p.86)
- Case Discussion

Unit 2: Leadership

LH 8

- Becoming the boss (Jan 2007, HBR, p.48)
- How successful leaders think (June 2007, HBR, p.60)
- Leadership in the age of transparency (April 2010, HBR, p.38)
- The real leadership lesson from Steve Jobs. (April 2012, HBR, p.94)
- The Leadership Lessons from India (March 2010, HBR, p.90)
- Case Discussion

Unit 3: Knowledge and Innovation

LH 10

- Where important innovation takes place (Sept 2012, HBR, p.44)
- Redesigning Knowledge work (on future of Knowledge) (Jan\ Feb 2013, HBR, p.60)
- Sustainability as a key driver of innovation (Sept 2009, HBR, p.56)
- 10 rules for managing Global innovation. (Oct 2012, HBR, p.84)
- Case Discussion

Unit 4: Motivation and Team work

- The new science of building great teams
- Why team don't work
- How GE teaches teams to lead change
- Managing multicultural teams.
- Case Discussion

LH 11

(April 2012, HBR, p.60)
(May 2009, HBR, p.77)
(Jan 2009, HBR, p.87)
(Nov 2006, HBR, p.84)

Unit 5: Talent Management

- Winning the race for talent in emerging market
- How to keep your top talent
- The Battle for female talent in emerging markets
- Make your company a talent factory.
- The Rise (and likely fall) of the Talent Economy
- Case Discussion

LH 8

(Nov 2008, HBR,p.62)
(May 2010, HBR, p. 54)
(May 2010, HBR, p.101)
(June 2007, HBR, p.68)
(Oct 2014, HBR, p.36)