

Tribhuvan University  
**Faculty of Management**  
**Office of the Dean**



Course detail and pedagogy of  
**MBS (Master of Business Studies) 3<sup>rd</sup> Semester**

**MBS-Semester System-Syllabus**

# Acc 519 Accounting for Financial and Managerial Decisions and Control

*Credits :3*

*Lecture Hours: 48*

## **Course Objectives**

The main objective of this course is to enhance conceptual knowledge and skill of the students to obtain relevant financial information and develop their critical thinking ability to analyze the information for business decisions and management control. Learners of the course will be able to contribute as a strategic decision making team member of the organization by providing the relevant financial information and reporting critical analysis of alternative courses of actions for value creation and internal management control in the organization.

## **Course Description**

This course includes scope and sources of financial information; understanding of basic financial statement; critical understanding of the effect of accounting policies and methods of measurement in financial statement; analysis of financial statements from different perspectives; analysis of alternative courses of actions and business decision making under different situations; product mix decisions in resource constraints; planning and decision making under conditions of uncertainties; business development plans and capital budgeting; and managerial control of resources.

## **Course Details**

### **Unit 1: Introduction**

**LH 3**

Need for financial information; scope and sources of financial information; operating, investing and financial activities of business; need for financial reporting and disclosures; accounting information, annual reports and their basic contents.

### **Unit 2: Basic Financial Statements**

**LH 5**

An overview of the balance sheet, the income statement, the statement of cash flow, and the statement of retained earnings; the accounting cycle and the process of preparing financial statements; overview of accounting standards, policies and methods, and their effects in the financial statements.

### **Unit 3: Effect of Accounting Policies in Financial Information, Decision Making and Control**

**LH 8**

- Measurement and recognition of incomes; accrual and cash basis of revenue recognition; revenue recognition and the matching principle.
- Methods of inventory valuation, cost of goods sold and the gross income; inventory valuation- cost vs. market value; inventory valuation under LIFO and FIFO methods; inventory valuation under variable and full costing; effect of inventory valuation in current ratio, profitability and tax liabilities; inventory control systems.
- Defining capital vs. revenues expenditures; management decisions process and control of acquisition of properties, plant and equipments; effect of different methods of depreciation (straight line vs. diminishing balance methods).

### **Unit4: Accounting Control of Accounts Receivables and Cash**

**LH 4**

- Valuation and reporting of account receivables; direct write off and allowance methods of accounting for doubtful debts; effect of credit policies in profitability; control of accounts receivables.
- Effective management of cash; checking bank statements, bank reconciliation statement and need for adjustment; management control of cash.

**Unit 5: Cash flow Statement and Its Analysis****LH 4**

Classification of cash flow by operating, investing and financing activities; computation of operating, investing and financing cash flows; preparing the statement of cash flows; difference between the cash budget and statement of cash flows; analysis of cash flow performance; use of cash flow information for decision making and control.

**Unit 6: Analysis of Financial Statements****LH 5**

Need of financial analysis from different perspectives (management, investors, lenders, suppliers, employees, and customers); techniques of financial analysis; vertical analysis and common size statements; horizontal analysis; overview of ratio analysis, using information of financial statement analyses for decision making and control.

**Unit 7: Alternative Courses of Actions for Business Operations and Decision Making LH 10**

Relevant information for decision making; decisions to make or outsourcing; decision to accept or reject special offers; decisions to drop or continue of product lines; decisions to sell or further processing; leasing or buying of property, plant and equipments; pricing decisions for external market; transfer pricing and goal congruence.

**Unit 8: Business Development Plans and Capital Budgeting****LH 9**

Need for preparing business development plans; basic components of business development plans (organizational, making, operation, and financial plan); financial planning through capital budgeting techniques; capital budgeting process and steps; estimation of total investment; estimation of annual net cash flows; estimation of terminal cash flows; payback period; net present value; internal rate of return; financial feasibility of the project; capital budgeting under conditions of uncertainties and risk; capital budgeting under foreign investments.

**Basic Text Books:**

Norton, Curtis L. and Porter, Gary A.(Latest).*Introduction to Financial Accounting*.South Western Cengage Learning. (Latest Edition)

Hilton, R.W.et al.,(Latest). *Managerial Accounting*.McGraw Hill. (Latest Edition)

Kaplan, R. S. and Atkinson, A. A.(Latest).Advanced Management Accounting.prentice Hall. (Latest Edition)

**References:**

Hornngren, C.T.; Sundem, G.L. and Stratton, W.O.(Latest).*Introduction to ManagementAccounting*.Pearson Education.(Latest Edition).

**Nepal Accounting Standards(NAS)**, ICAN, latest version

**International Financial Reporting System(IFRS)**, latest version

# MGT 523 Strategic Management

*Credits : 3*

*Lecture Hours: 48*

## **Course Objectives**

The main objective of this course is to familiarize the students with the fundamentals of strategic management. This course is designed to enrich the students' apprehensiveness in the application of the knowledge of strategic management in the organizations in and out the country.

## **Course Description**

This course is core in nature which embodies the components such as strategic management, external environment analysis, internal environment analysis, strategic options, strategy evaluation and choice, and strategy implementation and control.

## **Course Details**

### **Unit 1: Introduction to Strategic Management**

**LH 10**

Evolution of strategic management. Characteristics of strategic decisions. Approaches to strategic decision making (the intuitive-emotional approach, the rational-analytical approach, satisfying approach, and political-behavioral approach). Components of strategic management: strategic planning, strategic implementation and strategic control. Importance of strategic management in Nepal. Strategic plan: mission, objectives, strategies. Levels of objectives and strategies. Paradigm shift that affect strategic management (change in industry boundary, shifts in mindset, change in national boundaries, hyper competition, enlarged opportunities, product design, quality and service, and heavy risks of globalization. Role of chief executive officers (CEO) in strategic management.

### **Unit 2: External Environment Analysis**

**LH 7**

Nature of environment. Remote and operating environment. Process of environment scanning. Approaches to environmental scanning. Techniques of environment analysis (PESTEL analysis), Scenario planning, Porter's five forces model, Environment threat and opportunity profile (ETOP). Competitor analysis

### **Unit 3: Internal Environment Analysis**

**LH 7**

Corporate resource analysis for strengths and weaknesses: marketing, human resource, production/operation, finance and accounting. Process of corporate appraisal: concept of available resources, threshold resources unique resources, core competencies, distinct competencies, and strategic advantage. Technique of internal analysis: value chain analysis, comparative analysis (historical comparison, industry standards, benchmarking), robustness, strategic advantage profile (SAP), and financial analysis.

**Unit 4: Strategic Options****LH 10**

Generating alternative strategies through SWOT analysis. Resource-based view (RBV) of SWOT analysis Corporate strategies: stability, growth, and retrenchment. Business strategies, Porter's competitive strategy, strategy clock (low price, differentiation, hybrid, focused differentiation, and failure strategy). Sustaining competitive advantage. Competitive and collaborative strategies. Directions for strategy development: consolidation, market penetration, product development, market development, and diversification. Methods of strategy development: internal development, mergers and acquisitions, joint development, and strategic alliance.

**Unit 5: Strategy Evaluation and Choice****LH 6**

Evaluation criteria: suitability, acceptability (return, risk, and stakeholders' reaction), and feasibility. Portfolio analysis for strategic choice: BCG matrix, GE nine cells matrix, Hofer's product market evolution matrix, Public sector portfolio matrix. Functional strategy and policies . Strategic Choice of functional strategy and policies.

**Unit 6: Strategy Implementation and Control****LH 8**

Process of strategy Implementation. Operationalizing the strategy: Annual objectives, functional strategies, business policies, development of programmes, budgets, and procedure; organization structures for strategy implementation (simple, functional, multi-divisional, SBU, holding company, project based, matrix, team-based structure, and structure for multi-national companies); management system: leadership, motivation, and organizational culture. Managing strategic change: diagnosing the change situation, change management, levels of strategic change. Strategy control: evaluation and control, measuring performance, appropriate measures. Types of control: operational control and strategic control.

**Basic References**

Jauch,L., Gupta, R. and Gueck, W. *Business Policy and Strategic Management*. New Delhi: Frank Bros. and Company Limited.

Johnson,G. and Scholas, K. *Exploring Corporate Strategy*. New Delhi: Prentice Hall of India.

Pearce, J.A. and Robinson, R.B. *Strategy Formulation and Strategic Management Implementation*. New Delhi: AITBS.

Wheelen, T.L. and Hunger, J.D. *Strategic Management and Business Policy*. New Delhi: Pearson Education.

**Supplementary Readings**

Adhikari, D.R. *Strategic Management*. Kathmandu: Budhha Academic Enterprises Pvt. Ltd.

Aswatthapa, K. *Business Environment for Strategic Management*. New Delhi: Himalayan Publishing House.

Kazmi, A. *Business Policy and Strategic Management*. New Delhi: Tata McGraw Hill.

Rao, P. S. *Business Policy and Strategic Management*. Mumbai: Himalaya Publishing House.

# MGT 524 Entrepreneurship Development

*Credits :3*

*Lecture Hours: 48*

## **Course Objectives**

The purpose of the course is to prepare students for the possibility of starting their own entrepreneurial ventures. This course also delineates students on various aspects of social enterprises. The course emphasizes on improving the skills of the students to identify venture opportunities and prepare a business plan.

## **Course Description**

The course contains overview of entrepreneurship, creating and expanding social enterprise, environment for the entrepreneurship development, new venture identification and selection, preparation of business plan, and institutional support to entrepreneurship development.

## **Course Details**

### **Unit 1: Overview of Entrepreneurship**

**LH 6**

Concept, features, functions, and type of entrepreneur. Role of entrepreneurship in Nepalese economy and developing economies with reference to self employment. Emerging trends in entrepreneurship; social entrepreneurship and enterprise types of social enterprise. Role of technology in social entrepreneurship and characteristics of successful enterprise.

### **Unit 2: Creating and Expanding social Enterprises and the process of social Innovation**

**LH 14**

Sustainability of social enterprise-funding and management. Impact and performance-of social enterprise, Tools available to measure the impact of social enterprise, creating and spreading innovation and change through social enterprise, characteristic of a social enterprise. The process of social Innovation: prompts, inspirations and diagnoses, proposals and ideas, prototyping and pilots, sustaining, scaling and diffusion and systemic change.

### **Unit 3: Environment for the Entrepreneurship Development**

**LH 6**

Registration of intellectual property right (patent, trademarks, copyright, trade secrets), licensing, product safety and liability. Insurance and contracts. Economic, legal, socio cultural, political environment for developing entrepreneurship. Risk associated with entrepreneurship development.

### **Unit 4: New Venture Identification and Selection**

**LH 11**

Business opportunity identification: Sources and methods of generating new ideas. Selection of the best idea. Feasibility studies: Site selection, factors affecting site selection. Business description: background, purpose and objectives. Marketing component: Overall market, specific market competitive factors. Macro environment influence (structural change and cyclical change). Marketing strategy and sales forecasts. Financial component: Start-up costs, financial requirement. Source of funds. Projected profit and loss statement. Projected cash flow statement and analysis of projected balance sheet. Development and production: Production process and technology, resource requirement and quality assurance. Organization and management: Key personnel resources, human resource management strategy. Forms of ownership: Forms of business, equity position and deal structure. Critical risks and contingencies.

**Unit 5: Preparation of Business Plan****LH 6**

Concept and benefits of the business plan environment analysis search and scanning. Elements of business plan. Preparation of the business plan. Scheme and strategy of venture launching. Internal Profit Analysis: Concept, identification, selection of variables and their analysis. Nepalese government producers to be complied with practical exercise.

**Unit 6: Institutional Support to Entrepreneurship Development****LH 5**

Role of Government in promoting entrepreneurship incentives, subsidies and grants. Export oriented units-Fiscal and Tax concession, role of financial institutes in the entrepreneurship development in Nepal. Introduction to Entrepreneurship Development Projects (MEDEP, -ELAM).

**Basic Books**

Dollinger, Marc. J (2003) *Entrepreneurship: Strategies and Resources*. New Delhi: Pearson Education.

Hisrich, Robert D. and Peter, Michael P. and Shepherd, D.A. (2007) *Entrepreneurship*. New Delhi: TaTa McGraw Hill.

Khanka, S.S. (1999) *Entrepreneurship Development*. New Delhi: S. Chand & Co.

Schwartz, Beverly (2012), *Rippling: How Social Entrepreneurs Spread Innovation Throughout the World*, Jossey Bass.

Prahalad, C.K. (2006) *The Fortune at the Bottom of the Pyramid*, Wharton school Publishing.

Murray, R. Caulier-Grice, S and M. Geoff (2010). *The Open Book of Social Innovation*, The Young Foundations.

# MSC 521 Research Methodology

*Credits: 3*

*Lecture Hours: 48*

## **Course Objectives**

The primary purpose of this course is to introduce students to quantitative and qualitative method for conducting meaningful inquiry and research. Specifically, course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approaches.

## **Course Description**

The course provides an introduction to, and a basic grounding in, fundamental research methods as they relate to the modern practice of management and to academic research. The emphasis of the course is therefore on problem definition, hypothesis formulation, research design, measurement, sampling, secondary data gathering, observation and interview, data analysis and report writing. The course thus enables students to develop their understanding of research methods, and confidence in designing a research project, choosing and executing appropriate methods, and assessing its academic rigour.

## **Course Details**

### **Unit 1: The Nature and Context of Social Research**

**LH 6**

The concept of research; Types of research; Nature and purpose of research; Scientific research - scientific research process, feature of scientific research, difficulties of applying scientific methods to social science research; Management research-concept, types, value of research for decision making; Ethical issues in management research.

### **Unit 2: Literature Review**

**LH 4**

Concept, purpose and functions of literature review; phases in literature review; searching, obtaining, and evaluating the literature; Literature search through the Internet; Format and guidelines for conducting literature review; Meta analysis.

### **Unit 3: Problem Definition, Theoretical Framework and Hypothesis Formulation**

**LH 8**

Problem definition- concept and steps in problem formulation; Research questions- concept and types; Theoretical framework- concept and need for research; Research and theory- deduction and introduction; Contributions of research to theory building and practice; Hypotheses Formulation- concept and function of hypothesis; Type-descriptive, relational, directional, explanatory and null hypothesis; Criteria of good hypothesis statement.

### **Unit 4: Quantitative and Qualitative Research Designs**

**LH 9**

Definition; Elements of a research design; Classification of research designs- exploratory; Descriptive; developmental; case study; causal- comparative and experimental research designs; Common sources of error; Qualitative research- concept, basic assumptions, types and features; Differences between quantitative and qualitative research; Qualitative research design.



**Unit 5: Measurement, Scaling and Sampling****LH 6**

Variables- concept and types; Scales of measurement; Attitude measurement and scale construction; Attitude scales commonly used in social science research; Criteria of good measurement-validity and reliability of measurement; Sources of measurement problems; Sampling-concept and process; Population and sampling; Types of sampling-probability and non-probability sampling; Sampling and non-sampling errors.

**Unit 6: Data Collection and Analysis****LH 8**

Data and its types; Sources of primary and secondary data; Important considerations for data collection; Questionnaire- principles, components and types; Research interview-types and process; Sources of qualitative data- observation, participant observation, focus groups; Use of Internet for data collection; Data analysis- Data processing; Presenting data in graphs and tables; Statistical analysis of data- descriptive and inferential statistics; Hypothesis testing; Methods of analyzing qualitative data-content, thematic and narrative analysis.

**Unit 7: Writing Proposals and Research Reports****LH 7**

Functions and types of research proposals- solicited and unsolicited proposals; Structure and contents of academic and funded research proposals. Research reports- concept, process, types and procedure for writing research report; Conventions of academic writing; Pre- writing concerns; Components of the research report; Body of the project; Documenting sources- APA style of citation and referencing; Evaluation of research reports; Essentials of good research report

**Basic Books:**

Zikmund, W. G. *Business Research Methods*. Thompson, New Delhi.

Cooper, D.R.and Schindler, P.S. *Business Research Methods*. Tata McGraw Hill, New Delhi.

Pant,Prem R.*SocialScience Research and Thesis Writing*.Buddha Academic Enterprises, Kathmandu.

**References:**

Bryman, A. and Bell, E.*Business Research Methods*.Oxford University Press, New Delhi.

Flick, U.*An Introduction to Qualitative Research*. Sage South Asia Edition, New Delhi.

# MSG 520 : Production Management

*Credits : 3*

*LectureHours:48*

## **Course Objectives**

The course aims at equipping students with the in depth knowledge and skills in production management. It indicates abilities in the students to apply the acquired knowledge in facility and layout planning, managing procurement and inventory, designing and implementing aggregate plans and schedules and control quality, output and costs.

## **Course Description**

This course contains introduction, facility location and layout planning, production planning and scheduling, materials management, managerial for quality, maintenance management, and recent trends in production management.

## **Course Details**

### **Unit 1: Introduction**

**4 LH**

Concepts, Functions, Production and Operations systems for manufacturing and service operation, Historical development and trends, Strategic roles of production operations.

### **Unit 2: Facility location and Layout Planning**

**6 LH**

Capacity and location decision, Need for location planning, Procedures for location planning, facility layout planning: Concept, types, Developing the process and product layout, Line of balance : concept, inputs and steps of line of balance.

### **Unit 3: Production Planning and Scheduling**

**12 LH**

Concept, Process for Capacity planning, Process for aggregate planning, Strategies for developing aggregate planning, Master scheduling and rough cut capacity planning, Aggregate planning for service organizations, Implementing aggregate plans and master schedules, Scheduling for intermittent production, Loading : Priority sequencing, Detailed scheduling, finite loading, Expediting ; input output control, Optimized production technology (OPT).

### **Unit 4: Materials Management**

**8 LH**

Planning for materials needs, Materials requirement planning system (MPR) and its application, advantages and limitations of MPR, Purchasing procedures, Material handling, Inventory Management : Inventory costs, Tools, Methods, ABC inventory planning system.

### **Unit 5: Managerial for Quality**

**10 LH**

Concept, Managing for quality products and services, methods of improving quality, Techniques of quality control, Zero defect production, Statistical Quality control : Concept, control charts and its types, control chart for variable, x-bar and R-chart, control charts for attributes for P-chart ; Acceptance Sampling by attributes and variables ; Operating characteristics curve, Construction of OC curve, IOS 9000.

### **Unit 6: Maintenance Management**

**4 LH**

Concept, Costs of maintenance, types of maintenance, elements of maintenance, basic maintenance decision.

## **Unit 7: Recent Trends in Production Management**

**4 LH**

Concept and type of productivity, overview of Japanese management: total quality management, KANBAN, KAIZEN, flexible manufacturing system.

### ***Basic Books :***

Adam, Everelte E. (Jr.) and R.J Ebert, *Production and Operations Management*, New Delhi: Prentice Hall of India.

Panneerselvam, R., *Production and Operations Management*, New Delhi: Prentice Hall of India.

### ***Reference Books:***

Bedi, K, *Production and Operations Management*, New Delhi: Oxford.

Chary, S.N, *Production and Operations Management*, New Delhi: Tata Mc Graw Hill.

Bajracharya P., S.L. Bajracharya and B.R. Maharjan, *Production and Operations Management*, Kathmandu : Quest Publication.

Sthapit, A.B., R.P Yadav, G. Tamang, S. Dhital P. Adhikari, *Production and Operations Management*, Kathmandu: Asmita Books Publishers and Distributors.

Regmi L.K., P.R. Joshi, A.K Chaudhary, G. Fago, *Production and Operations Management*, Kathmandu: Buddha Academic Publishers and Distributors.