PURBANCHAL UNIVERSITY

Faculty of Management

Syllabus
Of
Master of Business Administration (MBA) Program
(Semester I-IV)

w.e.f
2012 (2069-70) session
Introduction
Purbanchal University is established by the Purbanchal University Act 1994. The university has been operating more than 85 academic and professional programs of undergraduate and graduate level all over Nepal through its constituent and affiliated colleges. The university with a mission to establish as a leading university of academic excellence is working to introduce new programs or updating existing programs.

The Faculty of Management (FOM) of Purbanchal University offers professional, functional and practical programs and courses. The courses are designed according to the need of the country and the international trend in management education.

The main objective of FOM is to contribute to the development of efficient and capable manpower for the business, government, and social sectors. FOM is continuously involved in developing and upgrading its curricula, teaching methods, and examination system. Its programs are designed with greater degree of flexibility that allows the incorporation of the latest development in theory and practice of management. Presently FOM is offering fourteen programs in Bachelors, Masters and PhD level.

The MBA program of Purbanchal University is a full-time program directed at preparing professional managers for the business and non-business sectors. The program’s focus is on developing managerial and entrepreneurial capabilities of students through the curricular and co-curricular activities. The MBA program specifically aims to:

a. Prepare professional managers for the business and non-business sectors.

b. Develop entrepreneurs capable of evaluating risks and taking challenges in the emerging Global business environment.

c. Inculcate knowledge, skill, and attitude in students so that they become scientifically approached, result oriented, and socially responsive management professionals.

Eligibility for Admission
The candidate applying for MBA program must have

- Secured at least 45 % in the bachelor’s degree or equivalent program from any recognized University.

Curricular Structure
The MBA program has been designed at 70 credit hours with 26 course components including internship project or thesis. There will be two non-credit courses for non-management background students. Each course component has a weight of 2 or 3 credit hours requiring a minimum of 32 or 48 direct class contact hours per semester and 5 credit hours for Internship or Thesis. The course structure of the program is as follows:

(a) Preparation Courses

The MBA program includes students from different educational background so it is understood that non-management educational students need some preparation to be able to grasp basics of management education. These courses will be conducted for 15 days extensively before the start of the actual program. Colleges will be responsible for arranging the classes and to make sure that students have grasps the basic knowledge of the area. The following two courses have been included for this purpose.
1. NC-1: Qualitative Skills for Business Studies
2. NC-2: Accounting Knowledge for Managers

(b) Foundation Courses
The MBA program requires a strong foundation in basic management principles, quantitative methods, and research methodology to understand and analyze business problems and environment. The following four courses of two credit hours each have been included for this purpose.

1. FO-511: Quantitative Skills for Business Studies 2
2. FO-512: Managerial Communications 2
3. FO-513: Managerial Economics and Decision Making 2
4. FO-514: Legal Environment of Business 2

(c) Core Courses
The program provides core courses on general management and functional areas so that students understand the diversity and interrelationships of business issues and problems. The following twelve courses have been included as core courses of which some are of three and others are of two credit hours:

1. CO-515: Organisational Behaviour and Leadership Skills 3 Cr.
2. CO-516: Marketing for Managers 3 Cr.
4. CO-521: Management Accounting 3 Cr.
5. CO-522: Macro Economics and Policy Making 3 Cr.
7. CO-524: Operations Management 3 Cr.
9. CO-526: Business Research 3 Cr.
10. CO-531: Management Information System and e-commerce 3 Cr.
11. CO-532: Organization Change and Design 2 Cr.
12. CO-533: Entrepreneurship 2 Cr.

(d) Capstone Courses
MBA students develop a comprehensive and strategic perspective through the following two capstone courses:

1. CA-541: Strategic Management 3 Cr.
2. CA-542: International Business 2 Cr.

(e) Seminar Series Courses
Some additional courses needs to be introduces to students which gives diverse exposure for students to additional and emerging areas. These courses will be given in the form of seminar courses where students will be given one week extensive classes on focused topic. This week will be kept free from other courses for students. The following courses are offered and more can be added as found suitable by concerned college prior approval from Dean, Faculty of management, from which they have to select only two seminars of two credit hours each. The detail of implementation is presented in Annexure-I (MBA)

1. Micro-finance & the Role of Financial Institutions in Development
Specialization Area Courses

Specialization area courses have been designed in five major areas for in-depth knowledge in the area. Students develop specialized expertise in their specialization area. Students are required to take four specialization courses (from selection of six) and one seminar course from a selected area. Currently, five specialization areas (Finance, Marketing, Human Resource Management, Production and Supply Chain Management, and International Business Management) are offered to the students. The seminar course on specialization area will be decided at the start of each cycle according to the relevance and need of the job market.

Finance 14 credit hours

1. Specialization I: FN-531: Financial Theory and Corporate Policy
2. Specialization II: FN-532: Capital Structure Management
5. Specialization IV: FN-545: Financial Derivatives and Engineering
7. Specialization Seminar: FN-547: Seminar on Finance (By College)

Marketing 14 credit hours

1. Specialization I: MK-531: Consumer Behavior
2. Specialization II: MK-532: Marketing Research
3. Specialization III: MK-543: Planning and Managing Retail Business
4. Specialization III: MK-544: Sales and Distribution Management
5. Specialization IV: MK-545: Services and Industrial Marketing
7. Specialization Seminar: MK-547: Seminar on Marketing (By College)

Human Resource Management 14 credit hours

1. Specialization I: HR-531: Human Resource Planning and Development
2. Specialization II: HR-532: Industrial Labour and Managerial Relations

5. Specialization IV: HR-545: Industrial and Labour Legislation
   OR
7. Specialization Seminar: HR-547: Seminar on HRM (By College)

International Business 14 credit hours
1. Specialization I: IB-531: International Business Environment
2. Specialization II: IB-532: Export Import Management
   OR
4. Specialization III: IB-544: International Marketing
   OR
6. Specialization IV: IB-546: Strategies of Multinational Companies
7. Specialization Seminar: IB-547: Seminar on HRM

Production and Supply Chain Management (P&SCM) 14 credit hours
8. Specialization I: PS-531: Purchasing and Material Management
9. Specialization II: PS-532: Designing and Managing the Supply Chain
10. Specialization III: PS-543: Production Planning and Control
    OR
11. Specialization III: PS-544: Warehouse and Inventory Management
12. Specialization IV: PS-545: Facility Location Management
    OR

a) PRO 400: Internship or Thesis 5 credit hours
# Semester Cycle

MBA Course-cycle  
**Total no of Courses**: 26  
**Total Credit Hour**: 70

## Non Credit Course for Non Management Background Students  
*(Extensive Classes for 15 Days)*  
NC-1: Qualitative Skills for Business Studies  
NC-2: Accounting Knowledge for Managers

### Semester I:  
17 credit hours
- **FO-511**: Quantitative Skills for Business Studies 2 credit hours  
- **FO-512**: Managerial Communications 2 credit hours  
- **FO-513**: Managerial Economics and Decision Making 2 credit hours  
- **FO-514**: Legal Environment of Business 2 credit hours  
- **CO-515**: Organisational Behaviour and Leadership Skills 3 credit hours  
- **CO-516**: Marketing for Managers 3 credit hours  
- **CO-517**: Financial Accounting 3 credit hours

### Semester II:  
20 credit hours
- **CO-521**: Management Accounting 3 credit hours  
- **CO-522**: Macro Economics and Policy Making 3 credit hours  
- **CO-523**: Financial Management and Analysis 3 credit hours  
- **CO-524**: Operations Management 3 credit hours  
- **CO-525**: Human Resource Management 3 credit hours  
- **CO-526**: Business Research 3 credit hours  
- **SE-521**: Seminar Series I (By College) 2 credit hours

### Semester III:  
15 credit hours
- **CO-531**: Management Information System and e-commerce 3 credit hours  
- **CO-532**: Organization Change and Design 2 credit hours  
- **CO-533**: Entrepreneurship 2 credit hours  
- **SE-531**: Seminar Series II (By College) 2 credit hours  
- **XX-531**: Specialization I and 3 credit hours  
- **XX-532**: Specialization II 3 credit hours

### Semester IV:  
18 credit hours
- **CA-541**: Strategic Management 3 credit hours  
- **CA-542**: International Business 2 credit hours  
- **XX-54x**: Specialization III 3 credit hours  
- **XX-54x**: Specialization IV and 3 credit hours  
- **XX-54x**: Specialization V: Seminar (By College) 2 credit hours  
- **IN-Internship/Thesis** 5 credit hours

## Finance  
**Semester-3**  
1. **Specialization I**: FN-531: Financial Theory and Corporate Policy  
2. **Specialization II**: FN-532: Capital Structure Management

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5
Semester -4 (Any Two and Seminar Course)
   Or
5. Specialization IV: FN-545: Financial Derivatives and Engineering
   Or
7. Specialization Seminar: FN-547: Seminar on Finance (By College)

Marketing 14 credit hours
Semester -3
4. Specialization I: MK-531: Consumer Behavior
5. Specialization II: MK-532: Marketing Research

Sem-4 (Any Two and Seminar Course)
6. Specialization III: MK-543: Planning and Managing Retail Business
   OR
4. Specialization III: MK-544: Sales and Distribution Management
5. Specialization IV: MK-545: Services and Industrial Marketing
   OR
7. Specialization Seminar: MK-547: Seminar on Marketing (By College)

Human Resource Management 14 credit hours
Semester -3
1. Specialization I: HR-531: Human Resource Planning and Development
2. Specialization II: HR-532: Industrial Labour and Managerial Relations

Semester-4 (Any Two and Seminar Course)
   OR
5. Specialization IV: HR-545: Industrial and Labour Legislation
   OR
7. Specialization Seminar: HR-547: Seminar on HRM (By College)

International Business 14 credit hours
Semester -3
1. Specialization I: IB-531: International Business Environment
2. Specialization II: IB-532: Export Import Management

Semester-4 (Any Two and Seminar Course)
   OR
4. Specialization III: IB-544: International Marketing
   OR
6. **Specialization IV: IB-546**: Strategies of Multinational Companies  
7. **Specialization Seminar: IB-547**: Seminar on HRM

**Production and Supply Chain Management (P&SCM)  14 credit hours**  
Semester-3  
8. **Specialization I: PS-531**: Purchasing and Material Management  
9. **Specialization II: PS-532**: Designing and Managing the Supply Chain

Semester-4 (Any Two and Seminar Course)  
10. **Specialization III: PS-543**: Production Planning and Control  
    OR  
11. **Specialization III: PS-544**: Warehouse and Inventory Management  
12. **Specialization IV: PS-545**: Facility Location Management  
    OR  
13. **Specialization IV: PS-546**: Network Design  
14. **Specialization Seminar: PS-547**: Seminar on P&SCM
**Evaluation Scheme**

*Medium of instruction and examination shall be English.*

The evaluation processes for the courses are divided as:

<table>
<thead>
<tr>
<th>Course</th>
<th>Internship</th>
<th>Thesis Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>IA</td>
<td>SEE</td>
<td>R</td>
</tr>
<tr>
<td>30</td>
<td>70</td>
<td>40</td>
</tr>
<tr>
<td>SEE</td>
<td>R</td>
<td>OE</td>
</tr>
<tr>
<td>107</td>
<td>40</td>
<td>20</td>
</tr>
<tr>
<td>R</td>
<td>OE</td>
<td>VV</td>
</tr>
<tr>
<td>40</td>
<td>20</td>
<td>40</td>
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<tr>
<td>Total</td>
<td>R</td>
<td>EV</td>
</tr>
<tr>
<td></td>
<td>40</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>VV</td>
<td>40</td>
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<tr>
<td></td>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

IA= Internal Assessment  
R= Report/ Thesis  
VV=Viva-voce  
OE= Organizational Evaluation  
EV= External Evaluation  
SEE= Semester End Examinations

The evaluation process for the theoretical courses of 100 marks is divided into two parts. The first part consists of Internal Assessment (IA) and the second part consists of the Semester End Examination (SEE). The internal (internal assessment) and semester end examination will carry 40 marks and 60 marks for MBA in each course except Thesis and Internship. The pass mark for the Internal Assessment shall be 16 marks for MBA respectively. Similarly for semester end examination 24 marks for MBA.

A candidate must have at least of 80% attendance of the number of classes offered in each course to be eligible for appearing for semester end examination. If the candidate has shortage of attendance in any course in a semester she/he shall not be allowed to appear for any examination in that semester. However the Dean may permit to appear in the concerned examination if the Dean is satisfied with the reasons cited by the candidate in his/her application for his absence in classes with the due recommendation of the Campus Chief/ Coordinator and the concerned subject teacher.

**Internal Assessment:** The faculty, who teaches the course, shall conduct the Internal Assessment. The faculty shall be accountable for transparency and reliability of the entire evaluation of the student in the concerned Course. The internal assessment of the students shall be as per the criteria given below:

<table>
<thead>
<tr>
<th>Nature of Assessment</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Class Test I (After 30% course coverage)</strong></td>
<td>40% (Average of best two)</td>
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<tr>
<td><strong>Class Test II (After 60% course coverage)</strong></td>
<td>BBA- 12 marks</td>
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<tr>
<td><strong>Class Test III/ Term Paper (After complete coverage)</strong></td>
<td>MBA- 16 marks</td>
</tr>
<tr>
<td><strong>Attendance</strong></td>
<td>20%</td>
</tr>
<tr>
<td>95% above- 100% of marks</td>
<td>BBA- 6 marks</td>
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<tr>
<td>90% to 95% - 80% of marks</td>
<td>MBA- 8 marks</td>
</tr>
<tr>
<td>80% to 90%- 70% of marks</td>
<td></td>
</tr>
<tr>
<td><strong>Group Discussion/Class Participation</strong></td>
<td>20%</td>
</tr>
<tr>
<td>Participation- 40% of marks</td>
<td>BBA- 6 marks</td>
</tr>
<tr>
<td>Argument- 40% of marks</td>
<td>MBA- 8 marks</td>
</tr>
<tr>
<td>Leading/Convincing- 20% of marks</td>
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<tr>
<td><strong>Presentation</strong></td>
<td>20%</td>
</tr>
<tr>
<td>Presentation Content- 30% of marks</td>
<td>BBA- 6 marks</td>
</tr>
<tr>
<td>Communication- 50% of marks</td>
<td>MBA- 8 marks</td>
</tr>
</tbody>
</table>
Note: In case a student fails to secure 16 out of 40 for MBA in the internal assessment (all four components taken together), he/she shall not be allowed to appear for the Semester end examination. If candidate is not appearing in internal examination, she/he will be allowed one more chance to appear for retest and her/his passing marks (actual marks obtained in retest or passing marks whichever is less) will be consider for grade only.

Record of the internal assessment should be maintained by concerned faculty of the concerned colleges and made available to the office of Campus Chief/ Coordinator. **Dean, Faculty of Management holds the right to ask for records of internal assessment from any college/campus after completion of semester**. The details of records are to be maintained for one year from the date of semester end exam.

**Semester End Examination:** The semester end examination for the theoretical courses will be in written form of 60 marks for MBA. The University shall conduct this examination for each course at the end of each Semester. The duration of examination shall be 3 hours for each course. The objective of the semester end-examination is to examine the candidate's creativity, comprehension, problem solving ability, interpretation, and awareness capabilities. The question patter of the Semester End Examinations is presented in the Annexure- II (MBA).

**Internship/ Thesis**
The Internship report or Thesis must be submitted by the end of three weeks after completion of the fourth semester end term exam. The format and evaluation pattern for the Internship/ Thesis is presented in the Annexure-III (MBA). A blanket of dates will be fixed for the students to defend his/her report / Thesis. In case student fails to appear in the assigned date he/she will lose the academic year and will appear in next year.
Course Title: Quantitative Skills for Business studies
Code No: FO 511
Area of Study: Core
Credit: 2

Course Objective: The course is designed to give students basic quantitative skills needed for the other management courses. The knowledge of these skills will enable them to apply quantitative tools relating to business decisions.

Course Detail:

Unit I: Probability Theory and Probability Distribution LH 7 hrs
Basic Concepts, Set Operations, Venn diagram, Classical, Empirical (Relative) and Subjective Probability, Additive and Multiplicative Rule, Conditional Probability, Bayes’ Theorem, Random Variable, Mathematical Expectation of a random variables, Binominal distribution, Poisson distribution, Normal distribution

Unit II: Sampling and Sampling Distribution LH 4 hrs
Sampling, Types of Sampling, Sample Size, Sampling Distribution of Mean and Proportion

Unit III: Correlation and Regression LH 5 hrs
Simple and Partial Correlation and its properties, Simple and Multiple regression (up to three variables) and its properties, Standard error, Coefficient of Determination

Unit IV: Hypothesis Testing LH 9 hrs
Null and Alternative Hypothesis, Level of Significance, Critical Value, One and Two Tailed Test, Type I and Type II Error, One Sample Tests for Mean (Z and t Test) and Proportion, Two Sample Tests for Mean (Z and t Test ) and Proportion, F-Test, ANOVA (One Way and Two Way)

Unit V: Chi Square Test LH 4 hrs
Introduction, Chi Square as a Test of Goodness of Fit and Test of Independence,

Unit VI: Linear Programming LH 3 hrs
Concept of Linear Programming, Graphic and simplex method for a general LP problem

Note: SPSS software is to be used in the Unit 3, Unit 4 and Unit 5

References:
4. Practical Business Statistics, Siegel, Andrew F, Irwin
Course Title: MANAGERIAL COMMUNICATION
Code No: FO 512
Area of Study: Core
Credit: 2

Course Objectives
This is a foundation course to acquaint the students with fundamentals of communication, help them honing oral, written and nonverbal communication skills and to transform their communication abilities

Course Details
Unit I: Communication Process and Environment LH: 4 hrs
Forms of organizational communication, Communication process model: communication environment, communication process, basic ingredients of human communication. Communication malfunctions and gateways.

Unit II: Public Speaking LH: 4 hrs
Preparing and making formal speeches: topic selection, determining presentation method, audience analysis, use of appearance, gestures, body language, voice, and visual aids.

Unit III: Presentation and Listening LH: 6 hrs
Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behaviour; Communication skills for group discussion and interviews, Telephonic communication skills, Listening – listening process, types of listening. Deterrents to listening process, Essentials of good listening;

Unit IV: Non-verbal Communication LH: 6 hrs
Concept, Communication through face and eyes, gestures, postures, and appearance, Proxemics and time language, Business etiquettes: Business dining, Business manners of people of different cultures,

Unit V: Business Writing and its Skills LH:12 hrs
Written communication: mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence – business letter format, style of letter arrangement, types of letters- direct letters, response letters, persuasive letters, collection letters, sales letters, telex manages, facsimiles, electronic mail; diary writing; developing resume

References
4. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
Course Title: Managerial Economics and decision making
Code No: FO 513
Area of Study: Core
Credit: 2

Course Objective: The objective of the course is to develop analytical perspective of the students to understand theories and methods of economics as they are applied to business and decision making.

Unit I: Introduction to Managerial Economics
Manager, Economics, Managerial Economics, Importance of Managerial Economics in decision making, Objectives of the firm: Profit Maximization [Numerical problems]; Accounting profit vs Economic profit

Unit II: The Theory of Consumers Behavior
Concept of Utility (Total Utility and Marginal Utility), Cardinal vs Ordinal, Indifference Curve, Budget Line, Consumer’s Equilibrium

Unit III: Demand and Supply: Theory and Analysis
Demand: Concept, Individual Demand, Market Demand [Numerical problems]; Change in Quantity Demand, Change in Demand, Demand Function, Elasticity of Demand (Price, Income, Cross) [Numerical problems];

Unit IV: Costs and Revenue: Theory and Analysis
Cost: Cost Concepts, Short-run and Long-run cost curves, Economies and Diseconomies of Scale;
Revenue: Revenue Curves in the different markets (Perfect and Imperfect competition);

Unit V: Production Theory and Analysis
Production: Importance of Production, Concept of Short-run and Long-run, Concepts of Factors of Production, Law of Variable Promotion: Short run production function, Iso-quants, Producer’s equilibrium: Least cost combination, Expansion path, and Law of returns to scale: Long run production function,

Unit VI: Working of firms and Industry: Markets
Perfect Competition: Equilibrium of Firm and Industry in short-run and long-run, Shut down position
Monopoly: Reason for Monopoly, Price and Output Determination in SR and LR; Price Discrimination
Oligopoly: Concepts on Collusion, Cartel, Price leadership; Game Theory: Pure strategy and Mixed strategy, Nash equilibrium
Monopolistic Competition: Competition with differentiated products- equilibrium of firms (SR and LR), excess capacity
Pricing of Multiple products: Pricing of products with interrelated demands, Optimal pricing of joint product (Fixed proportion and Variable proportion)
References:
N.G. Mankiw, Principles of Microeconomics, 4e, South-Western Cengage Learning India Ltd., 2006
Peterson and Lewis, Managerial Economics, 4/ed, Prentice-Hall of India, 2006
Nepal, Dahal and Uprety, Business Economics, Asmita Books (Kathmandu)
Course Title: Legal Environment of Business
Code No: FO 514
Area of Study: Core
Credit: 2

Course Objective:
The course is designed to provide a general understanding of legal processes and practices that have close nexus with the management of an organization. The course helps the students understand legal environment of business and furthermore enables them apply their skills to comply with the legal system they work for their organization.

Course Detail

Unit I: Introduction to the Legal Environment of Business: LH 4 hrs
Meaning, nature and importance of legal environment of business; Meaning, Nature, Classification, Importance and Sources of both General Law and Business Law

Unit II: Principles of Contract Law LH 7 hrs
Definition, genesis and importance of contract law; Formation of contract (Offer, Acceptance and consideration); Types and essential elements of contract; Standard Form of contract and Unfair term of contract; Significance and validity of E-contract; Void and voidable contracts; Discharge of contracts; Breach of contract and remedies. Special contracts: Sale of goods: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller.

Unit III: Negotiable Instruments LH 5 hrs
Meaning, genesis, nature, importance and types of Negotiable Instruments; types; negotiation and assignment; holder-in-due course, dishonor and discharge of a negotiable instrument, arbitration.

Unit III: Companies Law LH 10 hrs
Definition, nature, genesis and importance of company; theories relating to corporate personality; Incorporation of company; Rights and obligations of promoters, shareholders, board of directors and other Corporate Officers; Winding up of a company; Liquidation of company and provisions relating to Liquidator under Insolvency Act; Corporate Governance and its theories; OECD principles Corporate Governance; Corporate social responsibilities; Criminal liability of company; Insider trading and money laundering and business related cyber corporate crimes.

Unit IV Labour Laws: LH 6 hrs
Meaning, Nature, scope and genesis of Labour law; Labour employment and welfare; collective bargaining and trade unions; Powers and functions of Labour Office, Factory Inspector and Labour Court.

References:
Acts
Contract Act, 2056 BS;
Agency Act 2014 BS,
Labour Act 2048 BS,
Labour Rules, 2050 BS
Trade Unions Act, 2049 BS
Company Act, 2063 BS
Bank and Financial Institutions Act, 2063 BS
Insolvency Act, 2063 BS
Negotiable Instruments Act, 2034 BS

**Treatises**


Satyanarayan, Kalika, *Business Law*, Buddha Academic Enterprise, Kathmandu

Course Title: Organizational Behavior and Leadership Skills
Code No: CO 515
Area of Study: Core
Credit: 3

Course Objective:

The course aims to make students well equipped with knowledge and skills in understanding and investigating the impact of individual, group and structure on the behavior of people at work. It will enable them to apply such knowledge and skills to adopt appropriate managerial policies and leadership styles to improve organizational performance and effectiveness in dynamic environment.

Course Details:

**Unit I: Introduction to Organizational Behavior**  
LH 12 hrs  
Meaning and Importance of Organizational Behavior, Contributing discipline to OB, Three levels of analysis in OB (Individual Level, Group Level, and System Level), Challenges and Opportunities for OB, Developing an OB Model

**Unit II: Foundations of Individual Behavior**  
LH 10 hrs  
Biographical Characteristics and ability, Learning, Attitudes and Job Satisfaction, Personality, Perception and Individual Decision Making, Motivation

**Unit III: Foundations of Group Behavior**  
LH 8 hrs  
Group development and structure, Understanding Work Teams, Communication, Power and Politics, Conflict and Negotiation

**Unit IV: Leadership and Change in Organizations**  
LH 10 hrs  
Leadership in Organization (Discuss both traditional and contemporary leadership theories), Organizational Change (Focus on the behavioral aspect of change), Role of Leaders in the Change Processes (Focus on leaders as change agents)

**Unit V: Structural Perspective of Behavior**  
LH 8 hrs  
Foundations of Organization Structure, Organizational Designs and behavior, Work design and technology, Organizational Culture

**References:**

Robbins, S.P., *Organizational Behavior*, Prentice Hall of India, N. Delhi
Course Title: Marketing for Managers  
Code No: CO 516  
Area of Study: Core  
Credit: 3

Course Objectives:  
The foundation course is aimed at developing basic knowledge, skill and attitude, of students, about the concepts and strategies of marketing management. This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operations and to develop a feel of the market place.

Course Detail

Unit I: Basic Concepts  
LH-6 hrs  
The different Marketing Concepts in Marketing Management (traditional and modern concepts) i.e. production, product, sales, marketing, societal marketing;

Unit II: Marketing Environment  
LH-6 hrs  
Internal and External Marketing Environment; Marketing Research and Information system

Unit III: Market segmentation  
LH-8 hrs  
Market Segmentation, Target Marketing, Product Positioning; Tools of Product Differentiation

Unit IV: Product and Pricing Decision  
LH-8 hrs  

Unit V: Physical Distributions and Product Promotion  
LH-8 hrs  
Channel Decisions, Management of Physical Distribution, Promotional Decisions including Personal Selling, Advertising and Sales Promotion, Public Relations

Unit VI: Marketing Strategies  
LH-8 hrs  
Strategic Options; Marketing Strategies in the Different stage of the Product Life Cycle; Growth Strategies; Strategies in Declining and Hostile Markets

Unit VII: Modern Marketing  
LH-4 hrs  
Introduction to Export Marketing; Globalization; Web Marketing; Green Marketing, Network Marketing, Event Marketing

References:  
1. Kotler Philip and Keller; Marketing Management; PHI, New Delhi  
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi
5. David A. Aker, *Strategic Marketing management*, Wiley India, Delhi
Purbanchal University
MBA I Semester
LH:-48

Course Title: Financial Accounting
Code No: CO 517
Area of Study: Core
Credit: 3

Course Objectives
This course aims to inculcate the basic understanding of financial accounting principles with a view to develop students’ skill in analyzing and preparing financial statements.

Course Details

Unit I: Introduction to Financial Accounting  
LH 8 hrs.

Unit II: Financial Reporting  
LH 12 hrs.

Unit III: Reporting and Interpreting Cash Flow Statement  
LH 12 hrs.

Unit IV: Analyzing Financial Statements  
LH 10 hrs.

Unit V: Contemporary Issues in Financial Accounting  
LH 6 hrs.
References:


Course Title: Management Accounting
Code No: CO 521
Area of Study: Core Area
Credit: 3

Course Objective

The objective of this course is to develop an insight into the utilization of financial and cost accounting information for planning, controlling and decision making in the business. Besides this to have clear understanding of other important tools useful for financial, cost and price related decision making.

Course Contents

UNIT I: Foundation of Management Accounting  L.H.3 hrs
Concept, origin and evolution; Need, nature and scope; Importance and limitations; Management accounting in Nepalese perspective

UNIT II: Understanding Cost Behavior  L.H.3 hrs
Cost concept and classification; Cost segregation; Cost estimation

UNIT III: Income Measurement  L.H.6 hrs
Income measurement under variable and absorption costing; Reconciliation of difference in profit reported. Case analysis

UNIT IV: Cost Volume Profit Analysis  L.H.8 hrs
Meaning and approaches; CVP for single product and multi product firms; CVP under the condition of resource constraints and uncertainty. Case analysis

UNIT V: Planning and Control  L.H.12 hrs
Budgeting: meaning, concept and advantages; Preparation of flexible budget, functional budget, financial budgets and master budget. Case analysis

UNIT VI: Decision Making  L.H.8 hrs
Concept, Decisions regarding make or buy, accept or reject special offer, drop or continue a product line, Case Analysis

UNIT VII Performance Evaluation and Control System:  L.H.8 hrs
Standard costing: material, labour and overhead variance; Value added analysis and interpretation; Cash flow analysis and interpretation

References:

Koirala, Gyawali, Fago, subedi and Niraula; Management Accounting, Kathmandu: Buddha Publication.

Kaplan and Atkinson; *Advance Management Accounting*, New Delhi: Prentice hall of India.

Course Title: Macroeconomics and Policy Making  
Code No: CO 522  
Area of Study: Core Area  
Credit: 3

Course Objective:  
The basic theme of the course attempts to focus on various sensitive components of macroeconomic analysis. The course content is basically designed to upgrade the capability of students in analyzing the connectivity of macroeconomic models at the grass root level of economic development in the global economy.

Course Content

UNIT I: National Income Accounting  
Various concepts of NI [GDP, GNP, NI at Fc, PI, DI, NI at current price, NI at constant price], different methods of measurement, problems in measuring NI, sectoral accounting in NI, 

UNIT II: Four sector Economy  
Output and employment equilibrium under:  
a) Closed economy [through algebraic derivation]  
b) Open economy [through algebraic derivation ]

UNIT III: Multiplier and Accelerator Interaction  
a) Multiplier; Investment multiplier, super multiplier, Tax (subsidy) multiplier, foreign trade multiplier.  
b) Accelerator; Impact on income generation (through mathematical approach)

UNIT IV: Growth Models  
a) Harrod Growth model  
b) Domar Growth model  
c) Kaldor Growth model  
d) Solow Growth model  
e) Recent innovations in growth models

UNIT V: Macroeconomic Policy  
a) Approach of monetary policy  
   a. Objectives  
   b. Instruments (Qualitative and Quantitative)  
   c. Indicators  
   d. Targets  
   e. Goals  
   f. Limitations  
b) Fiscal Policy  
   a. Approaches and objectives  
   b. Counter -cyclical fiscal policy
UNIT VI: Keynesian approach: Macroeconomic analysis

a) Three basic propositions of Keynesian analysis
   a. Deficiency in effective demand as root cause of unemployment
   b. Equilibrium is maintained within the environment of under employment situation
   c. Focus of fiscal management for sustainable development

References:
1 Edward Shapiro: Macroeconomic Analysis, [Recent edition]
2 David Sneden: Macroeconomics
3 Amartya Sen: Growth Models in Economics
4 Dornbusch and Fischer: Macroeconomic
5 Gerald Meier: Leading Issues in economic development
6 A.C. Chiang; Fundamental Methods of Mathematical Economics
Course Title: Financial Management and Analysis
Code No: CO 523
Area of Study: Core Area
Credit: 3

Course Objective:
The objective of the course is to familiarize the students with the fundamental concepts of financial management to enable them to understand and apply various analytical tools in financial decision-making.

Course Content:
Unit I: Introduction
Meaning and Definition of financial management; Goals of financial management – profit maximization, wealth maximization; Business ethics and social responsibility; Agency relationship – stockholders versus managers, stockholders versus bondholders;

Unit II: Financial Statement Analysis
Need for Financial Analysis; Ratio analysis and its limitations; Du-Pont system of financial analysis – Basic and Modified; Trend analysis and common size statements;

[Rather than making it intensely mathematical in nature and limiting students to calculate financial ratios only, the aim is to enable the students to interpret those ratios and use those (ratios) in financial decision-making.]

Unit III: Risk and Return Analysis
Returns; Understanding and Measurement of Risk – Standalone and Portfolio; Selection of Efficient Portfolio; Concept of Beta (β); Capital Asset Pricing Model (CAPM);

Unit IV: Time Value of Money
Future Value – single sum, cash-flow series and annuity; Present Value - single sum, cash-flow series, annuity and perpetuity; Doubling period; Effects of frequent compounding and discounting; Amortized loans;

Unit V: Valuation of Securities
Characteristics of bond; Bond valuation – annual and semi-annual coupon; Bond Yields – Yield to Maturity (YTM) and Yield to Call (YTC); Bond risks;
Rights of Common Stock; Common Stock market; Common Stock valuation; Stock market equilibrium; Stock prices and returns; Preferred Stock Valuation;
Unit VI: Cost of Capital
LH. 4 hrs
Significance of cost of capital; Weighted Average Cost of Capital (WACC) and its components – Cost of Debt, Cost of Preferred Stock, Cost of Common Stock, Cost of Retained Earnings; Factors influencing WACC; Marginal Cost of Capital (MCC) and breaks in MCC schedule;

Unit VII: Capital Budgeting
LH. 7 hrs
Features and Significance of Capital Budgeting; Estimation of Cash Inflows and Cash Outflows; Evaluation Techniques – (1) Traditional techniques: Accounting Rate of Return, Payback Period; (2) Discounted Cash-flow techniques: Discounted Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Modified Internal Rate of Return (MIRR); Evaluation of Projects with different lives;

Unit VIII: Working capital Management
LH.8 hrs
b. Cash Management – Importance of Cash Management; Motives to hold Cash; Cash Management Techniques; Cash Management Models – Baumol (Inventory) Model and Miller-Orr (Stochastic) Model
c. Inventory Management – Motives to hold Inventory; Costs associated with Inventory – Carrying Cost, Holding Costs, Total Inventory Costs; Inventory Management Techniques – Economic Order Quantity (EOQ) Approach and ABC System; Determination of Level of Stock – Reorder Point, Safety Stock, Quantity Discount;
d. Receivables Management – Importance of Receivables Management; Costs related to maintaining receivables; Credit policy and its Variables; Evaluation of Credit Policy;

Unit IX: Capital Structure
LH. 4 hrs
Features of an Ideal Capital Structure; Factors Affecting Capital Structure; Theories of Capital Structure – Net Income Approach; Net Operating Income Approach; Traditional Approach; Miller and Modigliani Approach and its Appraisal;

Unit X: Dividend Policy
LH. 3 hrs
Objectives and Importance of Dividend Policy; Factors that Influence Dividend Policy; Issues in Dividend Policy; Stock Dividend; Stock Splits and Stock Repurchases;

References:
Course Title: Operations Management
Code No: CO 524
Area of Study: Core Area
Credit: 3

Course Objectives:
The course aims at equipping students with the knowledge of operations management as applied to product and service design, location decisions, technology decisions, new facility decisions at strategic level, quality control and layout planning at the tactical level and operations scheduling and inventory management at the operational level of management.

Course Content:

UNIT I: Introduction to Operations Management  
1 Introduction, Scope, Importance.  
2 The operations manager and the management process.  
3 Operations management and decision making.  
4 Trends in operations management  
5 Competitiveness, productivity

UNIT II: Operations Strategy  
1 Operations strategy across the organization.  
2 Developing a customer driver operations strategy.  
3 Corporate strategy  
4 Global Strategy  
5 Market analysis  
6 Competitive priorities and capabilities

UNIT III: Forecasting  
1 Elements of a good forecast  
2 Steps in the forecasting process  
3 Approaches to forecasting: Judgmental and opinion, Time series, linear regression, associative forecasting technique.  
4 Accuracy and control of forecast  
5 Choosing a forecasting technique

UNIT IV: Product and Service Design  
1 Issues in product and service design  
2 Phases in the product design and development.  
3 Designing for manufacturing  
4 Quality Function development  
5 Service design

UNIT V: Process Selection and facility layouts  
1 Process selection  
2 Facilities layout  
3 Designing product layout : line balancing
Designing process layouts

UNIT VI: Location Planning and analysis
1 Need and nature of location decisions
2 General Procedures for making location decisions
3 Factors affecting location decisions
4 Evaluating location alternatives

UNIT VII: Management of Quality and Quality control
1 Foundations of modern quality management
2 Quality awards and certifications
3 Total quality management
4 Process improvements
5 Quality tools
6 Inspection for quality control
7 Statistical process control
8 Process capabilities
9 Acceptance Sampling

UNIT VIII: Inventory Management
1 Requirements for effective inventory management
2 Inventory Models: EOQ model, Fixed order interval model, single period model

UNIT IX: MPS, MRP and ERP
1 MPS and MRP in manufacturing and services
2 Benefits and requirements of MRP
3 MRP II
4 Capacity requirements planning
5 ERP

UNIT X: JIT and Lean Operations
1 Transitioning to a JIT system
2 JIT in services
3 JIT II
4 Lean system across the organization
5 Characteristics of lean systems for services and manufacturing
6 Flexible workforce
7 Line flows
8 Automation

At the end of the course, students are required to present a case study covering important topics of operations management in Nepalese context.

References:
2 Lee Krajewski, Larry Ritzman, Manoj Malhotra, "Operations Management, Process and value Chains", Pearson Practice Hall.
Ferry Hill, "Operations Management, Strategic Context and Manager and Analysis", Palgrave Publishers Ltd.
Course Title: Human Resource Management
Code No: CO 525
Area of Study: Core Area
Credit: 3

Course Objective
The objective of this course is to develop understanding, abilities and skills to enable the students to meet the challenges of managing human resources in the ever-changing perspective of organizational management.

Course Content

Unit I: Fundamentals of human resource management (HRM) LH 4 hrs
Concept, nature, importance, scope and objectives of HRM. HRM system. Process and models of HRM. Environmental influences. Roles and responsibilities of HR managers. Ethics in HRM. Strategic aspects of HRM (concept, elements, and theoretical perspectives).

Unit II: Planning for job and human resource LH 10 hrs
Job analysis and design: An overview of job analysis and design. Uses, process and techniques (methods) of job analysis. Approaches to job design. Impact of job design on motivation, satisfaction, productivity and quality of work life.

Human Resource planning and strategy: Concept, objectives and process of HRP. Human resource information system and inventories. Relationship of HRP to strategic planning and job analysis. Methods of forecasting HR demands and supply. Action decisions of planning for a new start-up and shortage and surplus of HR. Succession planning. HRP practices in Nepal.

Unit III: Acquiring human resource LH 8 hrs

Unit IV: Developing and motivating human resource LH 12 hrs


satisfaction, productivity. Issues in compensation administration in Nepal, Overview of motivation theories

Unit V: Maintaining human resource LKH 7 hrs
Designing and administering benefits and services, Managing effective benefits programs, Concept of protecting HR, health and safety programs, Issues of safety, health and violence in Nepalese organizations, Disciplinary problems. Process and approaches of handling discipline. Challenges to disciplinary action, Process and approaches of handling grievances, Concept of labor management relations, Labor disputes. Prevention and settlement of disputes, Collective bargaining: Concept, process and effectiveness.

Unit VI: Global aspects of HRM LKH 3 hrs
Concept, Environmental influences and ethics, HR and labor issues in international corporations, Challenges for Global human resource management (GHRM)

Unit VII: Challenges and issues of HRM LKH 4 hrs
Challenges: Technology Workforce Diversity, Organizational restructuring and downsizing. Contingent workforce and Employee Empowerment

Issues: Creating High Performing HR Systems: Wellness Programs and Work Life Balance and Green HRM Human Resource Audit, and Human Resource Accounting, HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing, employee leasing.

References:


Course Title: Business Research  
Code No: CO 526  
Area of Study: Core Area  
Credit: 3

Course Objectives  
This course is designed to introduce students to the principles and methods of research. The course will provide a basic overview of quantitative and qualitative research methodologies followed by an exploration of research methods in business context. Students will also acquire the skills they need to undertake research and to master the technologies associated with pursuing academic studies. After completion of the course, students will become acquainted with a variety of designs and approaches to research. This will help them in the development of their own research proposals and projects.

Course Contents

UNIT I: Foundations of Research  
L.H. 10 hrs  
The meaning of research; the nature and types of research; scientific research process; competing paradigms and epistemological considerations positivism and interpretivism; research strategy- quantitative and qualitative; theory and research; deduction and induction; mixed methods research; participatory and action research; management research- types and value for decision making; ethical considerations in research.

UNIT II: Theoretical Framework and Hypothesis Formulation  
L.H. 5 hrs  
Literature review- purpose and phases; searching; obtaining and evaluating the literature; meta- analysis; problem definition; theoretical framework; hypothesis and research questions- functions and types; criteria of good hypothesis statement.

UNIT III: Research Design  
L.H. 5 hrs  
Definition; elements of a research design; classification of research design descriptive, survey, longitudinal, cross-sectional; case study, causal- comparative and experimental research designs; common sources of error in research designs.

UNIT IV: Measurement, Scaling and Sampling  
L.H. 5 hrs  
Variables; Measurement and scales, attitude measurement and scale construction; classification of scaling techniques; validity and reliability; sampling - concept, techniques and errors.

UNIT V: Data Collection and Analysis  
L.H.18 hrs  
Date and its types; sources of primary and secondary data; questionnaire construction; research interview; courses of qualitative data - ethnography and participant observation, conducting focus groups: e-research using Internet and websites to collect data from individuals; web surveys, e-mail surveys; getting data ready for analysis; data processing; statistical analysis of data - descriptive and inferential statistics; hypothesis testing (Z, t, F, ANOVA and Chi-Square test with numerical problems); methods of analyzing qualitative data.

UNIT VI: Writing Proposals and Research Reports  
L.H. 5 hrs
Research proposals - functions, types and components; features of thesis proposal; procedure for writing research reports; conventions of academic writing; components of the research report; body of the report; APA style of citation and referencing.

**References:**


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


Shyam B Katuwal, Research Methodology made easy, Molung Foundation, Bhatapur, Nepal,
Course Title: Management Information System and Electronic Commerce  
Code No: CO 531  
Area of Study: Core  
Credit: 3

Course Objectives:

The course aims to provide students with the knowledge of Management Information Systems and Electronic Commerce from managerial perspective.

After completing this course, students will be able to:

- Know different types of Information Systems needed to meet information needs facilitating decision making at strategic, tactical and operational levels of management.
- Explain why Information Systems and Information Technology are critical resources that can have strategic impact on organization.
- Explain how Information Systems help organizations enhance business processes and the application of Electronics Commerce streamline existing business processes.
- Describe how Information Systems and application of Electronics Commerce provide competitive edge to organizations.
- Know how Information Systems and Electronic Commerce can help organizations successfully meet global challenges created by Globalization of business markets.
- Know the use of web for developing public and private intranet and private intranet applications.
- Know online retailing, marketing and advertising.

Course Contents:

UNIT I: Introduction to Information Systems  
LH.3 hrs

1. Information Systems versus Information Technology  
2. Computer literacy Versus Information literacy  
3. Process of converting data into information  
4. Need of Information Systems  
5. Information Systems and Organizational Structures  
6. Contribution of Information Systems to individual, work group and organization wide decision making

UNIT II: Information systems for managerial decision making  
LH.5 hrs

1. Transaction processing systems  
2. Management Information Systems  
3. Intelligent Support Systems
   1. Decision Support Systems  
   2. Executive Information Systems  
4. Office Automation Systems  
5. Case Study
UNIT III: Decision Support Systems

1. Application of Decision Support System
2. Components of Decision Support System
3. Functions of Decision Support System
4. Group Decision Support System
5. Case Study

UNIT IV: Business Information Systems

1. Functional Information Systems
2. Marketing Information Systems
3. Manufacturing Information Systems
4. Quality Information Systems
5. Human Resource Information Systems
6. Case Study

UNIT V: Strategic Information Systems

1. Characteristics of Strategic Information Systems
2. Strategies for developing Strategic Information Systems
3. Strategic Information System plan
4. Case Study

UNIT VI: Introduction to Electronic Commerce

1. Definitions of Electronic Commerce
2. Forces fueling Electronic Commerce
   1. Electronic forces
   2. Marketing and commercial interaction forces
   3. Technology and digital convergence
   4. Implication of various forces
3. Types of Electronic Commerce
   1. Inter organizational Electronic Commerce
   2. Intra organizational Electronic Commerce
4. Key questions for management
   1. Competitive pressure
   2. External threat
   3. Incorporating changes
   4. Designing new organizational structure
   5. Management options and priorities

UNIT VII: World Wide Web applications

1. Components of the web architecture
2. Reasons of popularity of the web
   1. Ease of publishing
   2. Web as the new distribution channel
3. Network centric computing
4. New Intra business architecture
3. The web and the Intra Business commerce
4. Intranet architecture

UNIT VIII: Firewalls and Transaction security  
5. Firewalls and network security
   1. Types of firewalls
   2. Firewall security policies
6. Transaction security
   1. Types of online transactions
   2. Requirements of transaction security
7. Encryption and transaction security
   1. Secret Key encryption
   2. Public Key encryption
   3. Implementation and management issues

UNIT IX: Electronic payment systems  
1. Overview of electronic payment technology
   1. The online shopping experience
   2. Limitations of traditional payment instruments
2. Electronic or Digital cash
   1. Properties of electronic cash
   2. Digital cash in action
3. Electronic checks
   1. Benefits of electronic checks
   2. Electronic checks in action
4. Online credit card based systems
   1. Types of credit card payments
   2. Secure electronic transaction
5. Online financial instruments
   1. Debit cards at point of sale
   2. Debit cards and electronic benefit transfer
   3. Smart cards
6. Consumer, legal and business issues

UNIT X: Electronic commerce and retailing  
1. Changing retail industry dynamics
   1. Overbuilding and capacity
   2. Demographic changes
   3. Consumer behavior
2. Mercantile models from the consumer’s perspective
   1. Distinct phases of a consumer Mercantile model
   2. Pre-purchase preparation
   3. Purchase consummation
4. Post-purchase interaction
3. Management challenges in online retailing
   1. Retailing strategy
   2. Managing channel conflict
   3. Pricing online products and services
   4. Design of layout of an online store

UNIT XI: Marketing and advertising LH.3 hrs

4. Getting found on the Internet
5. Personalization
6. Virtual societies
7. Localization
8. Banner Ads
9. Launching a new product

References:

2. Larry long, “Management Information System”, PHI
Course Title: Organization Change and Design
Code No: CO 532
Area of Study: Core
Credit: 2

Course Objectives

The Course will discuss how to manage organization-wide structural and cultural changes that lead to organizational design(s) that enhance organizational effectiveness. From this course the student will be understand the mechanics of organizational change and apply theoretical analysis to design organizational change processes.

Course Contents

Part I: The Organization and Its Environment LH. 4 hrs
- Organizations and Organizational Effectiveness
- Stakeholders, Managers, and Ethics
- External Environment & Organizational Relationships
- Managing in a Changing Global Environment
- Case Study

Part II: Organizational Change LH. 8 hrs
- Types and Forms of Organizational Change
- Planning and process of organizational change
- Organizational Transformations: Birth, Growth, Decline, and Death
- Strategies for change: Directive strategy, Expert strategy, Negotiating strategy, Educative strategy, Participative strategy
- Case Study

Part III: Organizational Decision Making in changing environment LH. 8 hrs
- Decision Making, Learning, Knowledge Management, and Information Technology
- Innovation, Entrepreneurship, Creativity, transformation and change management
- Managing Conflict, Power, and Politics
- Case Study

Part IV: Organizational Development and Design LH. 5 hrs
- Basic Challenges of Organizational Design
- Designing Organizational Structure: Authority and Control
- Designing Organizational Structure: Specialization and Coordination
- Case Study

Part V: Organizational Culture LH. 4 hrs
Creating and Managing Organizational Culture
Organizational Design and Strategy in a Changing Global Environment
Case Study

Part VI: Technology and organizational effectiveness

- Organizational Design, Competences, and Technology
- Case Study

References:


French, Wendell L. and Lecil H. Bell, *Organisation Development*, PHI, New Delhi

Course Title: Entrepreneurship
Code No: CO 533
Area of Study: Core
Credit: 2

Course Objectives:
This course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business

Course Content
Unit I: Concept of Entrepreneurship
Definition, Types and Significance, Entrepreneurial Traits/Characteristics, Functions of an entrepreneur

Unit II: An Overview of Entrepreneurship
Role and importance of entrepreneur in economic growth, Distinction between an entrepreneur and a manager, Entrepreneurship and innovation, Meaning of Small Enterprises, Problems of small enterprises in Nepal and Global, Women entrepreneurship: Scope, importance and problems, Case Study on Women Entrepreneurship

Unit III: Entrepreneurship Motivation
Maslow's Need Hierarchy Theory, Mc Clelland's Acquired Needs Theory, Motivating Factors,

Unit IV: Growth of Entrepreneurship in Nepal
Growth of Entrepreneurship in Nepal, Factors for Growth (Economic and Non-economic), Rural Entrepreneurship, Importance and problems of rural entrepreneurship, INGOs and NGOs in ED in Nepal, Entrepreneurship Competency Development (ECD) in Nepal, Case study in Rural Entrepreneurship and ECD

Unit V: Institutional Support to Entrepreneurship in Nepal: Financial Support Agencies
Role of Commercial Bank (ADB, NABIL, NBL, RBB etc), Role of Development Bank (Gramin Bank, Nirdhan Bank etc.), Role of Finance Companies and Cooperatives

Unit VI: Institutional Support to Entrepreneurship in Nepal: Technical & Logistic Support

References:
Hisrich, Robert D., Michael Peters and Dean Shephered, *Entrepreneurship*, Tata McGraw Hill, New Delhi

Nature of Course: Specialization Finance
Course Title: Financial Theory & Corporate Policy
Code No: FN 531
Credit: 3

Course Objectives

The objective of this course is to enable the students to understand financial theory, empirical evidence, and applications and provide an appreciation for their significance in the real world so developing the skills required for conducting research in finance.

Course Description

Unit I: Introduction
LH.3 hrs
Overview of nature of finance, finance functions, goals of financial management, concepts and practice of agency theory within the corporation, empirical evidences on financial management practices.

Unit II: Financial ratios as predictors of corporate failure
LH.6 hrs
Overview of financial statements and financial ratios; financial ratios, empirical evidences on financial ratios as predictors of corporate failure.

Unit III: Portfolio Theory & Market Equilibrium
LH. 12 hrs
Overview of portfolio theory: Utility theory, mean & variance of single asset, mean & variance of portfolio of assets, correlation & covariance, the portfolio opportunity set, the efficient set, selection of optimal portfolio, market equilibrium (the CML), pricing inefficient portfolios, the capital asset pricing model (the SML), the CAPM: applications & evidences, portfolio beta, required return on securities, inflation and SML, the CAPM and the market return on risky debt, CAPM and cost of equity, CAPM and capital budgeting, CAPM & investment decision, factors affecting beta, empirical evidences on CAPM, arbitrage pricing theory: macroeconomic variables related to the APT, difference between the CAPM and the APT, and current status of the APT.

Unit IV: Investment decisions
LH.6 hrs
Overview of techniques of capital budgeting, comparison of net present value with internal rate of return, cash flows for capital budgeting problems, projects with different lives, empirical evidence and applications.

Unit V: Capital structure and cost of capital
LH.9 hrs
Overview of capital structure and cost of capital; empirical evidences; cost of capital, corporation finance and the theory of investment.

Unit 6: Working capital management
LH. 6 hrs
Overview of working capital management including the management of cash, receivables, and inventories; Empirical evidence and applications.

Unit 7: Dividend policy
LH. 6 hrs
Overview of dividend policy, theory, empirical evidences and applications.
References:

Articles:
Nature of Course: Specialization Finance  
Course Title: Capital Structure Management  
Code No: FN 532  
Credit: 3

Course Objectives:  
This course aims to provide the graduates with an understanding of the concept and principles of capital structure and thus develop analytical skill particularly in taking appropriate capital structure decision.

Course Content

Unit I: Introduction.  
LH.3 hrs  
Capital structure decisions and maximization of shareholders’ wealth; Distinction between financial structure and capital structure; Optimal capital structure: significance, goals, and features; Considerations in designing appropriate capital structure.

Unit II: Intermediate Financings  
LH.10 hrs  
Term loans: characteristics of bank term loan, terms of loan, loan installment and repayment schedule; Lease financing: significance, types of leasing (operating, financial, sales and lease back, direct), determination of lease rent by lessor; Leasing versus owning decision (present value cost and IRR method of analysis)

Unit III: Common Stock Financing  
LH.8 hrs  
Rights of holders of common stock; Nature of voting rights: cumulative and non-cumulative voting; Preemptive right; Use of rights in financing: value of rights and effect on shareholders’ wealth.

Unit IV: Refunding Operation  
LH.5 hrs  
Refunding decision of debt and preferred stock under present value approach

Unit V: Warrants and Convertibles  
LH.12 hrs  
Meaning of warrants; Characteristics; Valuation of warrants and use of warrants in financing; Meaning of convertibles; Rationale for the use of convertibles; Conversion ratio and conversion price; Conversion value; call policy on convertibles; Convertibles and their effect on capital structure.

Unit VI: Theory of Capital Structure  
LH.10 hrs  
Introduction; Approaches to capital structure: NI approach, NOI approach, and traditional approach; Modigliani and Miller position: Arbitrage argument; Corporate and personal taxes; Effect of bankruptcy costs and agency costs; Pecking order theory; Empirical evidence concerning capital structure.

References:
1. Van Horne, James C., **Financial Management and Policy**: PHI, New Delhi  
2. Weston, J. Fred and Thomas E. Copeland, **Managerial Finance**: The Dryden Press, NY  
Nature of Course: Specialization Marketing
Course Title: Consumer Behavior
Code No: MK 531
Credit: 3

Course objective:
This course aims to provide the theoretical basis for analyzing consumers’ purchase behaviors and their implications in designing marketing strategies.

Course Content

Unit I: Introduction L.H. 4
Concept and nature of consumer behavior analysis, Relevance of consumer behavior in marketing management

Unit II: Theory and Models of Consumer Behavior L.H. 8
Behavioral science and consumer behavior, Development of theories for consumer behavior analysis, Consumer behavior models: Traditional models, behavioral science models, and contemporary models (Nicosia, Howard-Seth, EBK, Engel, Black well and Kollat models).

Unit III: Consumer Decision Process L.H. 12

Unit IV: Individual Determinants L.H. 12

Unit V: Socio-environmental Determinants L.H. 12
Family influences: family life cycle, and family purchase decisions. Social groups: types of group, group properties, reference group’s influences. Social class: social class stratification and characteristics. Social class’s influence in consumer behavior. Culture and sub-culture: characteristics of culture, cultural dynamism, and cultural influences on consumer behavior.
References
Nature of Course: Specialization Marketing

Course Title: Marketing Research

Code No: MK 532

Credit: 3

Course Objective:
The objective of this course is to enable students learn the process, tools and techniques of marketing research

Course Content

UNIT I: INTRODUCTION

1. Concept and classifications of Marketing Research
2. Marketing Manager’s and marketing Researcher’s complaint about each other plus their responsibility and involvement in research process.
3. Marketing Research Suppliers and Services
4. Organization of Marketing research
5. Scientific Methods in Marketing Research:
   a. Concept of Scientific Method
   b. Difficulties in applying scientific methods in Marketing research
6. Marketing Research Process
7. Career in Marketing Research
8. Ethics in Marketing Research
9. Problem definition : Concept and process

UNIT II: MARKETING RESEARCH DESIGN

1. Concept, Elements and Importance of Research Design
2. Classification of Research Design:
   a. Exploratory Research Design – Meaning, Purposes and Methods
   b. Descriptive Research Design – Meaning, Purposes and Methods
   c. Experimental Research Design – Meaning, Purpose and Methods
3. Methods of Collective Primary Data
   a. Questionnaire and its construction procedure
   b. Observation and Its Method
   c. Interview and Its Types
4. Secondary Data Their Pros and cons and classification and Criteria for Evaluating secondary data
5. Sampling Terminologies, Process and Methods
6. Fieldwork
   a. Concept if fieldwork and fieldworker
   b. Fieldwork Process
   c. Common Sources of Error in Fieldwork and Their Minimization

UNIT III: DATA ANALYSIS AND REPORTING

1. Concept and Stages of Data Analysis (Editing, Coding, Classifications and Tabulation)
2. Data Analysis Methods:
   a. Descriptive Analysis and Its Tools
   b. Statistics Analysis and Its Tools
3. Meaning, Formulation and Test of Hypothesis
4. Presentation of Marketing research reports

UNIT IV: PRODUCT RESEARCH

1. Research for Developing product specification
2. Concept test and its Methods
3. Product test and its Methods
4. Test Marketing, its Direct and indirect cost and techniques
5. Brand Image and Identity Research

UNIT V: ADVERTISING RESEARCH

1. Copy testing Research and its methods
2. Media Research and Media Audiences methods of Audience Measurement
3. Measurement of Advertisement Effectiveness

UNIT VI: MARKET AND SALES RESEARCH

1. Market/ Sales potential Analysis, its uses and methods
2. Sales forecasting and its methods
3. Sales Analysis and its Bases
4. Distribution cost Analysis

UNIT VI: ATTITUDE AND PSYCHOGRAPHIC RESEARCH

1. General methods of collecting and measuring attitude data
2. Specific Methods of collecting and measuring attitude data
3. Multidimensional scaling of perception and preferences
   a. Concept, uses and limitation of Multidimensional scaling
   b. Conducting Multidimensional scaling
4. Motivation Research

References:
Nature of Course: Specialization HRM
Course Title: Human Resource Planning and Development
Code No: HR 531
Credit: 3

Course objective:
The objective of this course is to develop a conceptual and advance understanding of human resource planning and career development.

Course Content
Unit I: Introduction L.H. 8
Concept and objectives of HRP, Types of HR plan, Factors affecting HRP, Approaches- Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach, Qualitative and quantitative dimensions of HRP, Labour market behavior and its impact on HRP, Analysis of performance and productivity, Micro and macro HRP, Labour economics.

Unit II: Human Resource Information System L.H. 8
Concept, Objectives of HRIS, HRIS states of development, HRIS module, HRIS stages and development, Types of information, sources of information, Method of data collection, Procedure of maintaining HRIS at macro and micro level.

Forecast and Projection, Types of HR forecasts, Time scale of HRP forecasts, Methods of HR demand forecasting at macro and micro level, Supply forecasting, Wastage analysis, age population balance, Pattern of internal movement of employees in the organization Issues and difficulties in manpower forecasts, Manpower planning models; productivity, technology and HRP.

Unit IV: Career Planning L.H. 12
Succession planning: Concept, Objectives and process, Career planning and development, Stages of career, early career and mid career crisis and its management, types of career development programs, issues in career development process, careers anchors, career development and employment empowerment.
Strategic Human Resources Planning, HR accounting and audit Concepts, methods and tools for strategic manpower, key steps for strategic HRP, a business process approach to HRP. Strategic HRP in Nepalese organizations. Methods for valuation of human resources, HRD audit- concepts and importance, HRD research, HRD and national planning.

Unit V: Human Resource Planning in Nepal L.H. 8
Demographic trend analysis, Forecasting of demand and supply of technical and non-technical manpower in Nepal, gap analysis, Shortage of skilled manpower and its effect on development, issues of human resource development at the national level.

References:
Vivek Paranjpee, Strategic Human Resource Planning, 1997 ed., Allied Publisher
Nature of Course: Specialization HRM
Course Title: Industrial Labour and Managerial Relations
Code No: HR 532
Credit: 3

Course Objective
The course prepares the students to grasp and apply the principles of Industrial Relations and develop an awareness of the significance of industrial peace, causes of various labor relations, conflict and its techniques and resolution.

Course Content
Unit I: Industrial Relations – Definition and Main Aspect
L.H. 5
Concept and Definition of Industrial Relations, Evolution of Industrial Relations, Approaches to Industrial Relations.

Unit II: Labor Unions
L.H. 5
Concept and Definition, Objectives of Labor Unions, Functions of Labor Unions, Labor Union in Nepal.

Unit III: Labor Laws and Legislation.
L.H. 5
Labor Act, Trade Union Act, Labor Legislation in Nepal, Minimum Wage Legislation

Unit IV: Industrial Conflict
L.H. 5
Causes if Industrial Conflict and Strike, Prevention and Resolution of Industrial Conflict

Unit V: Labor Management Cooperation/ Worker’s Participation in Management
L.H. 8
Meaning and Goals, Level and Forms of Labor Management Cooperation and Worker’s Participation, Worker’s Participation in Management in Nepal.

Unit VI: Labor Welfare and Social Security
L.H. 10

Unit VII: ILO and Nepal
L.H. 5

Unit VIII: Comparative Industrial Relations
L.H. 5
Comparison of Industrial relations of different major countries

References:
- Mamoria, C.B., S. Mamoria and S.V. Gankar, Dynamics of Industrial Relations, Mumbai: Himalaya Publishing House
- Monappa, Arun, Industrial Relations, New Delhi, Tata McGraw-Hill Publishing House
- ILO, Labor Administration, A profile on Nepal, Kathmandu: ILO Office
- Shyam B Katuwal, Management of Industrial Relations, Molung Foundation, 2011
Nature of Course: Specialization International Business  
Course Title: International Business Environment  
Code No: IB 531  
Credit: 3

Course Objective: This course aims to acquaint the graduate students regarding critical issues of international environment and also intends to enhance their understanding over the implication of such environment in the competitive world.

Course Content
Unit I: Introduction and overview:  
World- Continents; Countries- idea about its location; Major geographical areas;  
International Business: An overview; types of international business; the external environment; the economic and political environment, the human cultural environment; influence on trade and investment patterns; recent world trade and foreign investment-trends, country risk.

Unit II: Major Economic Systems:  
Overview of world economic systems, Capitalism: Elements of the market economy, freedom of enterprise, competitive market: supply and demand, private property, market structure: monopoly and oligopoly, competition policy, social market capitalism, Asian Capitalism, The planned economy, From State plan to market: the example of China; Globalization and regionalization

Unit III: The Cultural Environment Facing Business  
Identification and dynamics of culture, social structure, Religious and Ethical Systems, Western Values and Asian Values, the debate, organizational culture, cultural Change , Cultural globalization, Behavioral Practices Affecting Business,

Unit IV: The Political and Legal Environment Facing Business:  
Introduction: the political environment basic political ideologies, how political factors affect business, Nation- State and political framework: Territoriality and the state, sovereignty, political risk and national security, Transitional democracies; Regional divergence in democratic transition, Transitional democracies and international business. Global politics :The United Nations, The European Union, formulating and implementing political strategies, The Legal Environment: How legal system affect business, Legal issues in international business, the growing impact of international law on business

Unit V: Technology and Innovation:  
Concept and processes, Technology Transfer: Channels for international technology transfer, Technology diffusion and innovation, Information and communication Technology (ICT): the technology revolution, the internet and e-commerce, biotechnology, Globalization and technological innovation

Unit VI: International Financial Environment:  
Introduction, International capital markets: Stock exchange, Bond markets; Development of International Monetary System: The gold standard, The Bretton Woods agreement; Foreign Exchange in the contemporary environment; Exchange rate systems, Money markets; The IMF and World Bank, Global markets for corporate control: Mergers and acquisitions, Trends in cross-border mergers, the global financial environment and developing countries

Unit VII: Challenges of the International Environment:
Global and national environments: an overview, change in business environment, challenges of environmental protection and climate change, Challenges of the new information age, Globalization and diversity: the way ahead

References:

- Morrison, Janet (2002); The International Business Environment, Diversity and the Global Economy; Great Britain, PALGRAVE
- Cherunilam, Francis (2011); International Business; Text and Cases, New Delhi, PHI Learning Pvt. Ltd. 5th edition.
Purbanchal University
MBA III Semester
LH:-48

Nature of Course: Specialization International Business
Course Title: Export Import Management
Code No: IB 532
Credit: 3

Course Objective:
The basic objective of the course is to focus on realities of export import management in the global scenario and inject the knowledge and vision among the students in rationalizing the export import management of developed and developing world.

Course Content
Unit-I
Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System; Role of ICC; INCOTERMS; nature of export/trading houses.

Unit-II
Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.

Unit-III
Methods of payment in international trade; documentary collection of export bills; realization of export proceeds; pre-shipment and post-shipment finance; role of EXIM bank

Unit-IV
Major export promotion schemes in Nepal – duty exemption scheme; facility for deemed exports; Export promoting institution’s – role of export promotion councils, commodity boards and trade promotion board

References:
M.D. Jitendra, Export Procedures and Documentation, Rajat Publications, Delhi.
Pervin Wadia, Export Markets And Foreign Trade Management, Kanishka Publications, New Delhi.
World Bank Annual Report (Current Year)
Nature of Course: Specialization P&SCM
Course Title: Purchasing and Material Management
Code No: PS 531
Credit: 3

Course Objectives
The main goal of the course is to provide students in business administration with an in-depth understanding of the key activities involved in buying and utilizing materials as well as their impact on an organization’s performance. The secondary objective is to develop the students’ skills in communication, teamwork, and critical thinking through classroom discussions and case analysis.

Course Content
UNIT I: L.H. 4
Introduction to Materials Management – Introduction, Operation Environment, The Supply Chain Concept, What is Materials Management, Supply Chain Metrics

UNIT II: L.H. 7

UNIT III: L.H. 8

UNIT IV: L.H. 8
Forecasting – Introduction, Demand Management, Demand forecasting, Characteristics of Demand, Principles of Forecasting, Collection and Preparation of Data, Forecasting Techniques, Some Intrinsic Methods of forecasting: Average Demand, Moving Averages, Exponential Smoothing

UNIT V: L.H. 7
Materials Requirement Planning – Introduction: nature of Demand, objectives of material requirement planning, linkages to other manufacturing planning and control functions. Bills of Material
UNIT VI:  
L.H. 6  
Inventory – Aggregate Inventory Management, Item Inventory Management, Inventory and the Flow of Material, Supply and demand Patterns, Functions of Inventories, Objectives of Inventory Management, Inventory Costs

UNIT VII:  
L.H. 8  

References
Nature of Course: Specialization P&SCM  
Course Title: Designing and Managing the Supply Chain  
Code No: PS 532  
Credit: 3

Course Objective:  
The aim of this course is to give the students intermediate knowledge in the supply chain management, with an emphasis on terminology and basic decision problems. The course will cover core subjects dealing with supply chain management and management of different logistics processes within the organization. The students will learn theoretical skills in operational management focused on decisions made by upper level managers in an organization with main focus on supply chain structures and on issues of cooperation and coordination among members in the supply chain.

Course Contents:  

Unit I: Logistics and the Supply Chain  
L.H. 8  
• Definitions, concepts, structure and tiering of logistics and the supply chain  
• Emergence of supply chain management (SCM)  
• 7-R for efficient SCM  
  - Right material, Right quantities, Right condition, Right place, Right time, Right customer, Right cost  
• Important dimensions in Logistics  
  - Material flow, Information flow, Distribution, Network and capacity planning, & Supply chain development  
• Competing through logistics  
• Competing with logistics as a strategy  
• Relationship in the supply chain  
• Value chain (Porter’s model)  
• Theory of constraints (TOC)  
• Supply chain strategies,  
• Critics of the SCM.

Unit II: Putting the end-customer first  
L.H. 8  
• Concepts about the marketing perspectives on SCM: Business to Consumers (B2C) and Business to Business (B2B);  
  - The marketing perspectives on customer expectations, &  
  - Information revolution (Procurement, supply chain development, and new product development; Buyer seller relationships; Impact on Industry structure)  

• Segmentation and demand forecasting  
  - General segmentation criteria;  
  - Important characteristics of segmentation;  
  - Prerequisites of segmentation  
  - Demand theories
- Demand elasticities
  • Quality of service and customer loyalty (customer satisfaction, customer loyalty, Components of customer service)
  • Setting priorities for logistics strategy.

Unit III: Managing the lead time frontier  
  L.H. 8
  • Concept of lead time frontier
  • The role of time in competitive advantage
    - Time- based competition
    - Variety and complexity
    - Time- based initiatives
    - Time based opportunities to add value and reduce cost &
    - Limitations to time-based approaches
  • Measurement and implementation of time based strategies
    - Time based process mapping
  • Managing timeliness in the logistics pipeline
    - Make to stock (MTS)
    - Assemble to order (ATO)
    - Make to order (MTO)

Unit IV: Supply chain planning and control  
  L.H. 6
  • The supply chain game plan
    - Planning and control within manufacturing,
    - Managing inventory in the supply chain,
    - Planning and control in retailing
  • Overcoming poor coordination in retail supply chains
    - Efficient consumer response (ECR)
    - Collaborative planning, forecasting and replenishment (CPFR)
    - Vendor-managed inventory (VMI)
    - Quick response (QR)

Unit V: Just – in – time (JIT) and the agile supply chain  
  L.H. 6
  • Just - in - time and lean thinking
    - The just - in - time system and its application to logistics
    - JIT management and zero defects
    - The seven wastes
    - Concept of lean thinking, principles of lean thinking and its application to logistics
    - Role of lean practices
  
  • The agile supply chain
    - Concept of agility and its implication to competitiveness of the supply network
    - Fisher’s supply chain matrix
    - Characteristics and distinguishing attributes of lean supply and agile supply
    - Successful agile practices
Unit VI: Value, logistics cost, integrating and sourcing in the supply chain  L.H. 6
The concept of value and the application to SCM; Division of total costs and their application to SCM; Activity Based Costing; A balanced measurement portfolio; Supply chain operations reference model (SCOR); Use of cost information to create more value; Drivers of procurement value; Integration in the supply chain; Choosing the right relationship; Partnerships in the supply chain; Integration of upstream supply processes; Barriers for strategic partnership in the supply chain; Managing supply chain relationships; Purchase portfolio matrix (Kraljic Portfolio Matrix).

References:
Shah, Supply Chain management: Text and Cases, Pearson Education India, 2009
Langley, C. J; and Coyle, J. J. (2008), Managing supply chains: A Logistics Approach; South-Western / Cengage Publication
Nature of Course: Capstone
Course Title: Strategic Management
Code No: CA 541
Credit: 3

Course Objectives:
This capstone course aims to develop students’ skill in using the tools and techniques of strategic management to analyze business environment, and formulate and implement business strategies in the dynamic and competitive environment.

Unit 1: Introduction

Unit 2: Environment and Analysis

Part A
- Environmental Analysis – Components of External environment; Models of External Environment Analysis – PESTEL, SWOT, ETOP; Pitfalls in Environmental Scanning;
- Industry Analysis – Industry features; Industry Boundaries; Industry structure; Industry attractiveness;
- Competitive Analysis – Role of competitive forces in shaping strategy; Porter's Five Forces Model; Competitor Analysis – Competitor's strategy, Competitor's performance, Competitor's strengths and weaknesses, Competitor's retaliation;

Part B
- Internal Analysis – Importance; Dynamics – Organizational resources, Organizational behavior, Strengths and Weaknesses, Synergistic effects, Competencies, Organizational capability, Strategic and Competitive advantage;
- Value Chain Analysis – Concept, Usefulness of Value Chain Analysis;
- Core Competence – Concept, Relationship between core competence and core competitive advantage;
Competitive Advantage – Concept, Sources of competitive strategy, Building blocks of competitive advantage – super efficiency, superior quality, superior innovation, superior responsiveness, Sustaining Competitive advantage;

Unit 3: Strategy Formulation and Choice

- Introduction; Generating Strategic Alternatives;
- Strategic Analysis and Choice – Nature of Strategic Analysis and Choice; Portfolio Analysis – Concept and Assessment of Portfolio Analysis; BCG Matrix and GE-Nine Cell; Relationship between culture and strategy choice;
- Corporate Strategy – Expansion, Stability, Retrenchment, Combination strategies; Concentration strategies; Integration strategies; Diversification strategies;
- Business Strategy – Concept; Generic Business strategies – Cost leadership, Differentiation, Focus; Industry Life Cycle Model;

Unit 4: Strategy Implementation

- Nature of strategy implementation; Interrelationship between formulation and implementation – forward linkages and backward linkages;
- Resource Allocation – Importance; Approaches – Top-Down, Bottom-Up, Strategic budgeting; Factors affecting resource allocation;
- Structural Implementation – Importance of Organizational structure; Types of Organizational Structures; Organizational Design and Organizational Change;
- Leadership and Behavioral Implementation – Strategic leadership and its importance; Role of the strategic leader; Corporate culture and its relationship with strategy; Corporate Politics and Strategic Use of Power;

Unit 5: Strategic Evaluation and Control

- Nature of Strategic Evaluation and Control; Importance and Barriers;
- Strategic control – Premise control, Implementation control, Strategic surveillance, Special Alert control;
Unit 6: Current Issues in Strategic Management

Corporate Social Responsibility (CSR) – Introduction, Need and Benefits of CSR;
Business Ethics – Introduction, Importance, Unethical Behavior, Ethical Dilemma;
Corporate Governance – Governance and Social Responsibility, Social Responsiveness;

References:
Thomas L. Wheelen, J. David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 2006
Gautam, Dhruba Kumar, Strategic Management Concept & Application, Asmita Publication, Kathmandu, 2006
Purbanchal University
MBA IV Semester
LH:-32

Nature of Course: Capstone
Course Title: International Business
Code No: CA 542
Credit: 2

Unit I: Introduction

Unit II: International Trade and Investment
Promotion of global business – the role of WTO – Multilateral trade negotiation and agreements, Tariff and Non-tariff Barriers, Regional trade blocks; Challenges for global business; Global trade and investment scenarios; Theories of international trade and theories of international investment. Balance of Trade and Balance of Payment

Unit III: International Business Strategy
Foreign market entry strategies; Country evaluation and selection, Country Risk Analysis – Political, Social and Economic – Cultural and Ethical practices – Halsteade model; Factors affecting foreign Investment decisions; Impact of FDI on home and host countries; Types and motives for foreign collaboration; Control mechanisms in IB.

Unit IV: Financial Management of International Business
Methods of payment in International Trade; Harmonizing accounting difference across countries; currency translation methods for consolidating financial statements; the LESSARD-LORANGE Model;

Unit V: Challenges in IB
Cross cultural challenges in IB; International staffing decisions; Expatriate staff; Conflict in international business- sources, types and negotiation, Ethical dilemmas in International Business, and social responsibility issues.

References:

Nature of Course: Specialization Finance  
Course Title: Financial Derivatives and Engineering  
Code No: FN 545  
Credit: 3

Course Objective:
This course aims at providing the students with the knowledge of different types of financial derivatives and the mechanisms of their markets, and the fundamentals of financial engineering.

Unit I: Introduction  
L.H. 6
Exchange-traded Markets; Over-the-counter Markets; Forward Markets; Definition and characteristics of derivative instruments; Application of financial derivatives; No-arbitrage principle; Speculation Vs Hedging; Types of Traders; Hedgers; Speculators; Arbitrageurs.

Unit II: Future Markets  
L.H. 8
Forward Contracts: definition, advantage, disadvantage; Futures contract: definition and characteristics; Distinction between forward contract and futures contract; Role of clearing house in trading futures contracts and futures position administration; Ways to close futures position; Types of futures contracts; Purpose of futures markets.

Unit III: Option Markets  
L.H. 8
Definition of call and put option; Option buyer and option writer; European and American option; Mechanics of option market: clearing house, types of option trade, margin rule, and price quotation; ‘In the money’, ‘out of the money’, and ‘at the money’ put and call options.

Unit IV: Option Payoffs and Option Strategies  
L.H. 10
Analyzing Short and long option positions and payoff diagram; Covered call strategy; Portfolio hedging strategy; Option valuation using Binomial and Black and Scholes model.

Unit V: Swaps Market  
L.H. 8
Motivations for entering into a swap agreement; Swap agreement terminology; Interest rate swaps; Currency swaps

Unit VII: Financial Engineering  
L.H. 8
Option combinations; Synthetic instruments; The Swap as a portfolio; Portfolio insurance

References:
Robert W. Kolb, Futures, Options & Swaps. Blackwell, Oxford  
John C. Hull., Options, Futures, and Other Derivatives, Pearson Education, Inc  
Kiran Thapa , Jhabindra Pokharel, Financial Derivatives and Risk Management, Ashmita Books Publishers & Distributors
Nature of Course: Specialization Finance
Course Title: International Financial Management
Code No: FN 546/ IB 545
Credit: 3

Course Objectives:
This course aims at providing knowledge to the students on the concepts and theories and their applications in international business and finance, international trade and foreign investment, and foreign exchange rate risk management.

Unit 1: An Overview of Multinational Financial Management  
Goals of international Financial Management; Globalization of world Economy; Emerging global markets and international opportunities; Overview of multinational corporations (MNC); MNC’s cash flows and valuation model for an MNC.

Unit 2: International Monetary System  
Evolution of international monetary system; international flow of funds; Factors effecting international trade flows; Balance of payment and correcting balance of trade deficits; International capital flows.

Unit 3: International Financial System  
International financial market; foreign exchange market; Euro currency market; Euro credit market; Euro bond market; interest rate comparison among countries; International stock market; Effects of financial market on MNC’s value.

Unit 4: The Foreign Investment Decision  
Direct foreign investment (DFI): Motives and benefits; International diversification and its benefits on multiple project; Risk and return analysis of international projects; Impact of DFI on MNC’s value.

Unit 5: Multinational Capital Budgeting  
Subsidiary Vs parents prospective; Inputs for multinational capital budgeting; Analysis and example of multinational capital budgeting; Risk adjustment; Impact of multinational capital budgeting on MNC’s value.

Unit 6: Country Risk and Political Risk Management  
Types of country risk assessment; Techniques of assessing country risk; Quantifying and rating country risk; Capital budgeting and country risk; Political risk measurement and management; Post expropriation policies; Growth optional and project evaluation

Unit 7: Multinational Cost of Capital and Capital Structure
Cost of capital for MNC; Cost of capital across countries; Capital structure decision; Interaction between subsidiary and parent financing decision; Target capital structure on local Vs global basis; Capital structure across countries

Unit 8: Taxation of Multinational Firm

Taxation of multinational corporation and tax incentives for foreign trade; Tax haven and MNC; Taxation and corporate organization

Unit 9: Long Term Financing Decision

Actual bond financing cost; Comparing bond denomination alternatives; Financing with floating rate euro bonds; Exchange risk of foreign bonds; Long term financing in multiple currencies; Swaps to hedge financing cost; Foreign debt maturity decision; impact of long term financing decision on NMC’s value.

References:
A.C. Shapiro, Multinational Financial Management: John Wiley & Sons, NY.
Bekaert, Geert, Hodrick, Robert J., International Financial Management, Prentice-Hall India
Nature of Course: Specialization Finance  
Course Title: Management of Financial Institutions  
Code No: FN 544  
Credit: 3  

Course Objective:  
The main objective of this course is to provide a conceptual framework of current issues in managing financial institutions and their risk management. The course basically aims at imparting conceptual and analytical skills to the students on the issues relating to management of financial institutions. The specific objectives of this course are as follows:  
- To understand the role of financial institutions in financial system.  
- To understand and analyze the bank performance measures.  
- To understand the operations and management of commercial banks and other depository institutions.  
- To understand the basics of insurance functions and mutual funds operations.  
- To comprehend the legal-regulatory environment in which banks and other financial institutions operate.  
- To learn the basics of financial institution management, including analysis of their financial statements; asset management; liability management; and capital adequacy management.  
- To understand the financial risks faced by the various financial institutions and the various methods to manage them.  

Course Contents:  
UNIT I: Introduction and Overview of Financial Institutions  
- Overview of Financial Institutions.  
- Economic Functions Performed by Financial Institutions.  
- Role of Financial Institutions in the Financial System as a whole.  
- Types and Growth of Financial Institutions in Nepal.  
- Structure of the Nepalese Economy and Financial System.  

UNIT II: Regulatory body - Central Bank  
- Introduction  
- Objectives  
- Functions  
- History of Central Banking system in Nepal
UNIT III: Banking and the Management of Financial Institutions

- The Bank Balance Sheet.
- Basics of Banking.

UNIT IV: Commercial Banking Industry and Other Depository Institutions

- Definition of a Commercial Bank.
- Size, Structure and Composition of the Commercial Banking Industry.
- Technology in Commercial Banking.
- Financial Statements of Commercial Banks and Their Analyses.

UNIT V: Management of Insurance Companies

- Overview of Insurance Companies
- Fundamentals of Insurance
- Types of Insurance
- Life Insurance Companies: Meaning and Their Functions
- Types of Life Insurance Policies and Their Determination.
- Property and Liability Insurance Companies: Meaning and Their Functions
- Determining the Profitability to Property and Liability Insurance Companies.
- Regulation of Insurance Companies in Nepal.
- Existing Scenario of Insurance Industries in Nepal.

UNIT VI: Credit Risk Management in Financial Institutions

- Need to Manage Risk by Financial Institutions.
- Types of Risks Incurred by Financial Institutions.
- Overview of Credit Risk Management.
- Credit Risk Analysis: Cash Flow Analysis, Ratio Analysis, Common Size Analysis
• Credit Scoring Models
• Calculating Return on a Loan

UNIT VII: Liquidity Risk Management in Financial Institutions  LH 6
• Overview of Liquidity Risk Management.
• Causes of Liquidity Risk.
• Liquidity Risk and Depository Institutions: Asset Side Liquidity Risk, Liability side Liquidity Risk and Measuring bank’s Liquidity Exposure
• Liquidity Risk and Insurance Companies.
• Liquidity Risk and Mutual Funds.

UNIT VIII: Interest Rate Risk Management in Financial Institutions  LH 6
• Overview of Interest Rate Risk Management.
• Methods of Interest Rate Risk Measurement and Management: Repricing Model and Duration Model.
• Insolvency Risk Management.

References:
- Dipak Bahadur Bhandari, Financial Institutions and Markets, Ashmita Books Publishers & Distributors,
- Insurance Regulation, 1993
Nature of Course: Specialization Finance  
Course Title: Security Analysis and Investment Management  
Code No: FN 543  
Credit: 3

Course Objective
The objective of the course is to provide participants with a sound understanding on investment opportunities, security analysis an investment decision making. The course also aims to enable participants’ value financial assets and portfolio of financial assets based on what they have learnt in the previous core subjects in the area of financial management in the preceding semester.

<table>
<thead>
<tr>
<th>Unit I: Introduction</th>
<th>LH 3</th>
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</thead>
<tbody>
<tr>
<td>Meaning of Investment; Characteristics of Investment; Real assets Vs financial assets; Objective of Investment; Investment Vs Speculation; Investment Vs Gambling, Investment Process; Ongoing trends in investment environment.</td>
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<table>
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<tr>
<th>Unit II: Security Markets, Instruments and Trading</th>
<th>LH 6</th>
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</thead>
<tbody>
<tr>
<td>Money market; Bond market; Equity securities; Derivative Markets. Security issue, trading and regulation in Nepal, Market Indexes; Value weighted index, Price weighted index, Equally weighted index, NEPSE Index. Buying in margin and short sales.</td>
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<tr>
<th>Unit III: Mutual Funds and Other Investment Companies</th>
<th>LH 5</th>
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<tbody>
<tr>
<td>Investment companies; types of investment companies; Mutual funds; cost of investing in mutual funds; Investment performance of mutual fund.</td>
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<tr>
<th>Unit IV: Security Analysis</th>
<th>LH 6</th>
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</thead>
</table>
| **Macroeconomic and industry analysis:** The domestic and global economy, Demand and supply shocks, Fiscal and Monetary Policy, Business Cycle: Industry analysis.  
**Equity valuation models:** Balance sheet valuation methods, Intrinsic value versus market price, dividend discount models, price earnings ratio, inflation and equity valuation, explaining and forecasting the stock market behavior. |

<table>
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<tr>
<th>Unit V: Risk and Return</th>
<th>LH 4</th>
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</thead>
<tbody>
<tr>
<td>Single period rate of return, measuring rate of return over Multiple periods, expected return, Investment risk, Sources of risk, measuring risk; standard deviation, variance, coefficient of variation, covariance and correlation coefficient.</td>
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<tr>
<th>Unit VI: Diversification of Risk and Portfolio Analysis:</th>
<th>LH 10</th>
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</thead>
</table>
Portfolio risk and return, capital allocation between risky assets, portfolio of one risky asset and one risk free asset, the optimal risky portfolio with two risky assets. Diversifiable and Un-diversifiable risk; beta coefficient of individual and portfolio.

**Unit VII: Equilibrium in Capital Market**  
**[LH 5]**

The Capital Assets Pricing Model: Introduction and Extensions of CAPM. Arbitrage Pricing Theory (APT); Arbitrage opportunities and profit, APT and well diversified portfolios, Betas and Expected Returns, Security Market Line, APT and CAPM.

**Unit VIII: Market Efficiency:**  
**[LH 5]**

Random walks and the efficient market hypothesis, Implications of the EMH for Investment Policy: Technical and Fundamental Analysis, Active vs passive portfolio management, Event studies, test of predictability in stock market return.

**Unit IX: Empirical Evidence on Security Returns:**  
**[LH 5]**

Tests of CAPM, Measurement in error in Beta, The EMH and the CAPM, Tests of Multifactor CAPM and APT.

**References:**
1. Bodies, Z. Kane A and Marcus A. J. Investments:, Tata Mcgraw Hill
4. Annual reports of SEBON and NEPSE
5. Jones, Charles P., Investments:Analysis and Management (9th ed.)
Nature of Course: Specialization Marketing
Course Title: Planning and Managing Retail Business
Code No: MK 543
Credit: 3

Course Objective:
The Course will focus on understanding of the retail business and explore manufactures’ perspective on retail management.

Course Content:

Unit 1 L.H 6
Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors influencing Retailing, Functions of Retailing, Retail as a career

Unit 2: L.H. 6
Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization, The changing Structure of Retail, Classification of Retail Units,

Unit 3: L.H. 8
Retail formats: Store & Non Store Retailing —Franchising- Unconventional channels Corporate chains, Retailer Corporate and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs

Unit 4: L.H. 8
Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.

Unit 5: L.H. 6
Retail Location: Factors affecting location decision – Site Selection – Location based retail Strategies

Unit 6: L.H. 8

Store Administration: Floor space management–Managing store inventories and display

Unit 7: L.H. 6
Retail Communication Mix: Planning retail communication - Managing in-store promotions and events
References:

Berman, Berry & Evans, Joel R.; Retail Management; A Strategic Approach; PHI/Pearson Education; New Delhi.
4. Duane; Retailing; Thomson Learning; Mumbai
5. Gilber, David; Retail Marketing Management; Pearson Education; New Delhi.
Nature of Course: Specialization Marketing
Course Title: Sales and Distribution Management
Code No: MK 544
Credit: 3

Course Objective:
The Course will focus on understanding of the Sales and Distribution and its management.

Course Content:
UNIT 1
Sales Management – Definition and Meaning, Objectives of Sales Management, Sales executive as coordinator, Sales management and control, Informal and formal sales control, Sales control and organization.

UNIT 2
Sales setting – Environmental and managerial forces that impact sales, Sales channels, Industrial/commercial/public authority selling, Selling for resale, Selling services, Sales promotions, Exhibitions, Public relations.

UNIT 3
Personal Selling Objectives and Skills – Types of personal selling objectives, Sales forecasting methods, Introduction to personal selling, The opening, Need and problem identification, The presentation and demonstration, Dealing with objections, Negotiation, Closing the sale, Follow-up.

UNIT 4
Recruitment, Selection and Compensation – The importance of selection, Preparation of the job description and specification, Sources of recruitment, The interview; Devising a sales compensation plan, Types of compensation plans, Fringe benefits

UNIT 5
Sales Personnel Evaluation – The sales force evaluation process, The purpose of evaluation, Setting standards of performance, Gathering information, Measures of performance, Appraisal interviewing. Sales displays; Sales meetings, Sales contests; Quotas; Sales territories; sales budgeting and control

UNIT 6
Participants in distribution system; role and function of intermediaries; designing the distribution channel; conflict and power in the channel

UNIT 7
Selection and motivation of the intermediaries; distribution analysis, control and management; distribution logistics; distribution costs, control and customer service
References:
Stern, Louis W., El-Ansary Adel J. & Coughlan Anne, Marketing channels, PHI, N. Delhi
Nature of Course: Specialization Marketing
Course Title: Services and Industrial Marketing
Code No: MK 545
Credit: 3

Course Objective:
This course aims to provide students with the knowledge and skill in marketing of services and Industrial goods.

Course Content:

Unit-I
Distinctive aspects of service management: Nature of services; goods vs. service marketing; customer involvement in service process; managing service encounters; customer behaviour in service settings.

Unit-II
Targeting customers: Managing relationships and building loyalty; complaint handling and service recovery; positioning a service in the marketplace; creating the service product and adding value

Unit-III
Pricing strategy for services: Customer education and service promotion; creating delivery system; enhancing value by improving quality and productivity.

Unit-IV
Nature of industrial marketing; industrial vs. consumer marketing management; industrial marketing concepts; nature of industrial buying, industrial marketing environment.

Unit-V
Dynamics of industrial buyer behaviour; industrial marketing strategy; assessing marketing opportunities; industrial marketing segmentation; targeting market and positioning.

Unit-VI
Product strategy in industrial marketing; formulating channel strategy; marketing logistics; developing the industrial sales force: planning, organizing and controlling the selling function.

References:
Reeder, Robert R., Brierty Edward G. & Reeder Betty H, Industrial Marketing: Analysis, Planning and Control, PHI, N.Delhi
Nature of Course: Specialization Marketing
Course Title: Advertising Management
Code No: MK 546
Credit: 3

Course objective:
This course aims to develop a basic understanding of the field of Advertising and develop students’ skill in promotion planning, designing advertising strategy, creating advertising, and using media properly.

Course Contents:

Unit – I: INTRODUCTION: L.H 10
Marketing Communication and Advertising; Concept and Nature of Advertising; Types of Advertising; Dimension of Advertising – social dimension, economic dimension, psychological dimension, informative dimension; Social Issues in Advertising; Key Players in Advertising Business; determination of target market, advertising objectives; DAGMAR approach; building of advertising programme- message, headline, copy, logo, appeals, illustrations

Unit – II: ADVERTISING AGENCY RESEARCH AND SELECTION: L.H 4
Role of Ad Department in Ad Creation; Concept and Types of Ad Agencies; Functions and Need of Ad Agencies; Selection Strategies of Ad Agencies;

Unit – III: MESSAGE DESIGN AND COPY WRITING: L.H 6
Concept and Factors in Message Design; Message Strategies; Use of Ad Appeals in Ad Message; Concept and Elements of Ad Copy; Message Formats for Copy Writing

Unit – IV: CREATION OF ADVERTISEMENT COPY: L.H 8
Copy Writing for Print Advertising; Copy Writing for Outdoor AD; Copy Writing for Transit Ad; Copy Writing for Direct Mail Ad; Copy Writing for Radio Commercials; Copy Writing for Television Ad; Copy Writing for Infomercials and Interactive Commercials; Message Design and Copy Writing for Internet Ad; Principles of Ad Layout for Copy Writing;

Unit – V: MEDIA PLANNING AND SELECTION: L.H 3
Concept and Process of Media Planning; Media Research and Selection; Media Scheduling;

Unit – VI: ADVERTISING BUDGETING AND APPROPRIATION: L.H 5
Factors in Ad Budgeting; Approaches to Ad Budgeting; Process of Ad Budgeting; Establishing Ad Appropriation; Methods for Establishing Ad Appropriation;
Unit – VII: ADVERTISEMENT EFFECTIVENESS TESTING: L.H 6

Concept of Copy and Ad Effectiveness Testing; Areas of Ad Effectiveness Testing; Models for Measurement of Total Effectiveness of Advertising Campaign; (PACT and DAGMAR)

Unit – VIII: GLOBAL ADVERTISING PRACTICES: L.H 6

Advertising Practices in Nepal; Advertising Agencies in Nepal and Their Role; Nepalese Advertisements vs. Foreign Advertisements; Approaches to the International Ad Campaign;

Problems of Advertising Internationally; Legal Considerations in Ad Business at Home and International Markets;

References:

- O’Guinn, Allen and Semenic, Advertising & Integrated Brand Promotion, Thomson South-Western, Delhi.
- Wells, Burnett and Moriarty, Advertising: principles and practice, Prentice-Hall of India, New Delhi.
- Sangeeta Sharma and Raghuvir Singh, Advertising Planning and Implementation, Prentice-Hall of India, New Delhi.
- John Wilmshurst and Adrian Mackay, The Fundamentals of Advertising, Butterworth Heinemann, Delhi
Nature of Course: Specialization HRM
Course Title: Compensation Management
Code No: HR 543
Credit: 3

Course Objectives:
This course aims to develop student’s understanding of the compensation and helping them in designing compensation and benefits plans in achieving organizational goals in today’s highly competitive environment.

Course Contents
Unit I: Concept, objectives, components, and influencing factors of employee’s compensation
Unit II: Managing compensation: designing a compensation system, internal and external equity in compensation system, framework of compensation policy, and compensation as a retention strategy.
Unit III: Strategic perspectives in compensation: business strategy and compensation, strategy pay decision, competency based compensation program and diagnosis and benchmarking.
Unit IV: Performance based compensation: concept, performance and motivation, pay for performance system, meeting the challenges of pay for performance system, and types of pay for performance plan.
Unit V: Wage and salary administration: concept, wage determination process, method of wage fixation, theories of wages, types of wages, and wage differential.
Incentives and fringe benefits: concept, types, kinds of fringe benefits, and fringe benefits in Nepal. Compensation of special groups, statutory provisions related to compensation.

References:
Purbanchal University  
MBA IV Semester  
LH:-48

Nature of Course: Specialization HRM  
Course Title: Performance Management: Systems and Strategies  
Code No: HR 544  
Credit: 3

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 Contents:  
UNIT I: Introduction to Performance Management  

UNIT II: Performance Management System and Strategies  
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 III: Performance Planning and Appraisal  
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.

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

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

UNIT VI: Performance Management Strategic and Interventions  
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 VII: Ethics in Performance Management
Principles, Ethical Issues & Dilemmas, Developing Code of Ethics, Performance Management in MNCs

UNIT VIII: Role of HR Professionals in Performance Management System
Appraising HR function, Future role of HR Professionals in Performance Management in Knowledge Millennium.

UNIT IX: Emerging Concepts
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
Nature of Course: Specialization HRM
Course Title: Industrial and Labour Legislation
Code No: HR 545
Credit: 3

Course objectives:
This course is designed to impart knowledge to the students about the various dimensions of industrial and labour legislations so as to make them capable to understand the legal limitations in Human Resource Management and thereby handle the issues of human relations properly in organizations. The objective of this course is to acquaint the students with special laws pertaining to human resource management and establishment and operation of organization. This course also focuses on the wages, working conditions, health, hazards and accidents and special laws pertaining to special groups like contract labour, apprentice, plant workers.

Course detail:
Unit I: Introduction
Concept, Nature, Function, Forms (supreme/delegated), sources and History of industrial and labour legislation; Legislation as an effective source of law and it's overall working in Nepal; Duty to comply with the laws. Labour Administration: Concept, functions and systems; labour administration in Nepal, ILO and its influence on labor legislation; legal framework of HRM, International labour standard and Nepal.

Unit II: Industrial Enterprises
Classification, establishment, operation and regulation of various enterprises under prevailing laws; Roles of contract, Firm, Agency, Partnership and Companies Law as Vehicles of Industrial Enterprises; Contract: Meaning, nature, formation, termination of contract and remedies for breach of contract; Firm: Meaning, nature, formation and termination of Firm; Agency: Meaning, nature, formation, termination of Agency. Partnership: Meaning, nature, formation and termination of partnership; Company: Meaning, nature, formation, working and winding up of companies

Unit III: Labour Legislations

Unit IV: Labor-management relations
Industrial peace: Industrial Peace and Collective Bargaining in light with relevant Nepalese Laws and ILO standards; role of different committees and authorizes in maintaining peace and harmony in enterprises; Labour Relations Committee and WPM; Industrial Dispute: Right to strikes and lock-outs, nature and kinds of disputes, consequences of industrial disputes, statutory measures of dispute settlement, power and functions of various regulating bodies towards the settlement of disputes; Grievance handling: Meaning, procedure and role of proper grievance handling. Discipline:
Meaning, objectives, approaches, offences and penalties, procedure for disciplinary action, code of discipline in labour and civil service Act in Nepal

**Unit V: Administration of wages, welfare and security**

**Wage and salary:** Concept of wages; Legislative provision for wages, incentives, provident fund, fringe benefits, bonus and perks; Legal provision for retirement benefits; Concept of gratuity and pension; Eligibility for payment of gratuity, determination of gratuity/pension under Labour Act and Civil Service Act.

**Labour Welfare and security:** Employment and security of service; Concept, scope, theories/approaches and principles; Types, provisions and practice of labour welfare measures: Intra mural and extra mural, statutory and non-statutory, working hours, annual leave, provident fund, rights and duties of employees and employers in establishing work place; Welfare Officer: Statutory position, role and functions of Welfare Officer;

**Health and safety:** Meaning, objectives, provisions for health and safety under Labour Act.

**Social Security:** Concept and meaning of social insurance and social assistance; Schemes, provision and practice for social security; Social security against employment injury, accident and death, disablement (total and partial disablement); Quantum and method of distribution of compensation and other contingencies provision relating to workmen’s compensation.

**Unit VI: Challenges of the administration of industrial and labour law**

Challenges and legal provision for appointment, conditions of service, transfer, retrenchment and layoff, termination of employment, discharge, dismissal, resignation, compulsory retirement, retirement, justified dismissal and closure, merger and acquisition, privatization of PEs; protection of weaker sections of labour: women and children, sexual harassment; Corporate social responsibilities (CSR), provisions for special type of enterprise under Labour Act.

**References:**

Acts: Nepal Agency Act, 2014; Private Firms Registration Act, 2014; Industrial Enterprises Act, 2049; Industrial Trainee Training Act, 2039; Labour Act, 2048; Trade Union Act, 2049; Child Labour (Prohibition and Regulation) Act, 2056; Bonus Act, 2034; Contract Act, 2056; Partnership Act, 2020; Arbitration Act: Companies Act, 2063, Foreign Employment Act, 2064, Civil service Act; Privatization Act


Labour Administration Series of ILO


Bisheshwar Man Shrestha, *Industrial Relations Management*

CK Allen, *Law in the Making, Chapter 6* (Legislation), Indian Reprint 2002, Universal Law Publications, Delhi,

Nature of Course: Specialization HRM
Course Title: Strategic Human Resource Management
Code No: HR 546
Credit: 3

Course Objective:
This specialization area course aims to familiarize students on the theory and practice of strategic human resource management. This course offers a detailed picture of how successful organizations manage human resources in order to compete effectively in a dynamic, global environment.

Course Detail:
Unit I: Introduction to Strategic HRM
Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies

Unit II: Human Resource Environment
Technology and structure; Workforce diversity; Demographic changes; Temporary and contract labour; Global environment; Global competition; Global sourcing of labour; WTO and labour standards

Unit III: Recruitment and Retention Strategies
Online recruitment; Employee referrals; Recruitment process outsourcing; Head hunting; Executive education; Flexi timing; Telecommuting; Quality of work life; Work - life balance; Employee empowerment; Employee involvement; Autonomous work teams

Unit IV: Training and Development Strategies
Creating a learning organization; Competency mapping; Multi-Skilling; Succession planning; Cross cultural training

Unit V: Performance Management Strategies
Defining key result areas (KRA); Result based performance; Linking performance to pay; Merit based promotions

Unit VI: Reward and Compensation Strategies
Performance based pay; Skill based pay; Team based pay; Broad banding; Profit sharing; Executive Compensation; Variable pay

Unit VII: Retrenchment Strategies
Downsizing; Voluntary retirement schemes (VRS); HR outsourcing; Early retirement plans; Project based employment

Unit VIII: Human Aspect of Strategy Implementation
Behavioral issues in strategy implementation; Matching culture with strategy; Human side of mergers and acquisitions; Leadership, power and politics; Employee morale; Personal values and business ethics
References:

Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
Strategic HRM - Michael Armstrong, Kogan page, London
Strategic HRM – Agarwal, Oxford university press, New Delhi
Human resource management – Garry Dessler, PHI, New Delhi
Nature of Course: Specialization International Business
Course Title: Intellectual Property Right
Code No: IB 543
Credit: 3

Course Objective:
The course provides an understanding, overview and functioning of various laws and agreement in protecting intellectual’s property of companies at national and international level.

Course Content:
Unit I: Introduction
Concept and meaning of Intellectual Property, Importance of Intellectual Property, Kinds of Intellectual Property,
Industrial Property:
   a. Patent: Meaning and nature of patent, invention, Novelty and Utility, Infringement of patent rights, inventive step
   b. Trademark: Meaning and nature, Distinctiveness, Similarity and Deceptive similarity, Statutory rights, infringement of trademark rights, remedies
   c. Design: meaning and nature, ownership of design, acquisition of design rights, remedies against infringement of the rights
Copyright: Nature and meaning, kinds, ownership of copyright, infringement of copyright, remedies against infringement of copyright.
Other intellectual properties like: geographical indications, trade secrets, traditional knowledge, protection plant varieties, farmers’ rights, bio-diversity, bio-technology,
Sources of Intellectual Property Law
Licensing, registration, ownership, transfer, assignment of IP

Unit II: Historical Development in general
World Intellectual Property Organization (WIPO) –function, role, membership

Unit III: Existing legal provisions in Nepal
b. Copyright Act, 2002
c. Foreign Exchange Regulation Act, 1974
d. Foreign Investment and Technology Transfer Act, 1992
e. Consumer Protection Act, 1998
f. Export Import (control) Act, 1957
Institutional mechanism in Nepal:

a. Functions of Nepal Copyright Registrar’s Office
b. Functions of Nepal Copyright Protection Society
c. Functions of Music Royalty Collection Society-Nepal
d. Functions of Computer Association of Nepal
e. Functions of Film Producer’s Association Nepal
f. Functions of Film Development Board

Unit IV: L.H 6

IPR dispute settlement: IPR disputes; IPR dispute settlements (Under Nepalese laws, Under TRIPs)
Some leading court cases on IPR in Nepal and abroad

References:
Patent, Design and Trademarks Act, 1965
Copyright Act, 2002
Copyright Rules, 2004
Foreign Exchange Regulation Act, 1974
Foreign Investment and Technology Transfer Act, 1992
Consumer Protection Act, 1998
Export Import (control) Act, 1957
Electronic Transactions Act, 2006
Competition Promotion and Market Protection Act, 2063 (2007)
Srijana Sharma, Intellectual property Right, Nepal American Legal Information Center, January, 2008
Nature of Course: Specialization International Business
Course Title: International Marketing
Code No: IB 544
Credit: 3

Course Objective:
The course seeks to develop international marketing skills on a sound theoretical and conceptual foundation. It provides an insight into global marketing environment and the managerial decision making in the context of contemporary dynamics of the global markets.

Course Contents:

UNIT – I: Introduction: L.H. 8

- Concept and Features of International marketing;
- Development of International Marketing;
- Differences in Domestic and International Marketing;
- Growing Trend of Internationalization and Globalization;
- Attractions of International/ Global Marketing;
- The International Marketing Task: Environment Analysis, preparation and implementation of international marketing program;
- Implication of trade theories to international marketing;

UNIT – II: International Market Environment: L.H 10

- Political Environment: Political Risk and its mitigation.
- Legal Environment: Multiplicity of Legal Environment, Jurisdiction and Extraterritoriality.
- Economic Environment: Regional and Global Integration
- Cultural Environment: Dimension of Culture (IDV, PDI, UAI, MAS); Influence of culture on consumption, Thinking process and Communication process.
- Communication through Verbal and Non-verbal language.

UNIT – III: International Product Decision: L.H. 10

- Market segmentation, Product -Positioning, Product Adoption
- Theory of IPLC: Stages and Characteristics, Marketing Strategies
- Product Standardization vs Product Adaptation
- Branding Decisions, Branding Levels and Alternatives
- Brand Protection
- Packaging: Functions and Criteria, Modification

UNIT – IV: International Pricing Strategies: L.H. 6

- Pricing Decisions; Pricing standardization; Price Distortion; Inflation and dumping; transfer pricing.
• Terms of Sales and Payment: Counter trade, Price Quotation,
• Terms of Sales, Means of Payment

UNIT – V: International Promotion Strategies:  
L.H. 6

• Promotion and Communication, Promotion mix
• Personal selling - Telemarketing;
• Advertising- Expenditure patterns, Advertising under regulation, Advertising media and its mix,
• Standardized International Advertising

UNIT – VI: International Distribution System  
L.H. 8

• Channels of distribution: Direct and indirect selling channels
• Channel Development, Channel Adaptation, Channel Decisions, Channel Decisions.
• Modes of Transportation; Cargo or Transportation Insurance; Freight Forwarder and Customhouse Broker,
• Documentation - Shipping documents, Collection documents.

(Note: At least one case study should be conducted after the completion of each unit.)

Suggested Reference

10. Publications of TEPC, WTO, SAARC, FNCCI, etc.
Nature of Course: Specialization International Business
Course Title: International Financial Management
Code No: IB 544 / FN 546
Credit: 3

Course Objectives:
This course aims at providing knowledge to the students on the concepts and theories and their applications in international business and finance, international trade and foreign investment, and foreign exchange rate risk management.

Unit 1: An Overview of Multinational Financial Management
LH 5
Goals of international Financial Management; Globalization of world Economy; Emerging global markets and international opportunities; Overview of multinational corporations (MNC); MNC’s cash flows and valuation model for an MNC.

Unit 2: International Monetary System
LH 5
Evolution of international monetary system; international flow of funds; Factors effecting international trade flows; Balance of payment and correcting balance of trade deficits; International capital flows.

Unit 3: International Financial System
LH 5
International financial market; foreign exchange market; Euro currency market; Euro credit market; Euro bond market; interest rate comparison among countries; International stock market; Effects of financial market on MNC’s value.

Unit 4: The Foreign Investment Decision
LH 6
Direct foreign investment (DFI): Motives and benefits; International diversification and its benefits on multiple project; Risk and return analysis of international projects; Impact of DFI on MNC’s value.

Unit 5: Multinational Capital Budgeting
LH 7
Subsidiary Vs parents prospective; Inputs for multinational capital budgeting; Analysis and example of multinational capital budgeting; Risk adjustment; Impact of multinational capital budgeting on MNC’s value.

Unit 6: Country Risk and Political Risk Management
LH 6
Types of country risk assessment; Techniques of assessing country risk; Quantifying and rating country risk; Capital budgeting and country risk; Political risk measurement and management; Post expropriation policies; Growth optional and project evaluation

Unit 7: Multinational Cost of Capital and Capital Structure
LH 7
Cost of capital for MNC; Cost of capital across countries; Capital structure decision; Interaction between subsidiary and parent financing decision; Target capital structure on local Vs global basis; Capital structure across countries

Unit 8: Taxation of Multinational Firm

Taxation of multinational corporation and tax incentives for foreign trade; Tax haven and MNC; Taxation and corporate organization

Unit 9: Long Term Financing Decision

Actual bond financing cost; Comparing bond denomination alternatives; Financing with floating rate euro bonds; Exchange risk of foreign bonds; Long term financing in multiple currencies; Swaps to hedge financing cost; Foreign debt maturity decision; impact of long term financing decision on NMC’s value.

References:
A.C. Shapiro, Multinational Financial Management: John Wiley & Sons, NY.
Bekaert, Geert, Hodrick, Robert J., International Financial Management, Prentice-Hall India
Nature of Course: Specialization International Business
Course Title: Strategies of Multinational Companies
Code No: IB 546
Credit: 3

Course Objectives:
The objective of this paper is to make students understand strategy making process that is informed integrative and responsive to rapid changes in an organization’s globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

Unit 1. Introduction:
Strategy making, Strategy implementing; Developing strategic vision and mission; Setting objectives and forming a strategy; Globalization – Meaning and its Impact on Business; Globalization and strategic management;

Unit II. Environmental:
Scanning and Competitiveness Analysis; Appraising company’s external strategic situation, company situation, competitive strategy and competitive advantage in global market

Unit III. Organization and International Strategy:
Evolution of MNC; Multinational, Transnational, Global Organizations; Organizational Structures of MNC; MNC Subsidiary and its impact on Strategy;

Unit IV. Modes of Entry Strategy:
Choices of International Entry – Exporting, Licensing, Acquisitions, Wholly Owned Subsidiary; Strategic Alliance – Meaning, Types, Reasons to use; Problems with Strategic Alliances; Partner Selection Criteria – Strategic Fit, Organizational Fit; Alliance Management – Stability in Alliances, Conflict between Partners and its management, Cross cultural differences; Creating Successful Alliances;

Unit V. Other Strategic Issues:
Multi-country and global strategies; Concepts of critical markets, global market dominance and global competitiveness, retrenchment and portfolio restructuring strategies; Multinational diversification strategies; Outsourcing strategies; Exit Strategies

Unit VI. Strategic Issues in Corporate Governance:
Corporate Governance – Nature of Corporate Governance, Its effect on the multinational firms; Relationship between strategy and Corporate Governance; Ethics – Importance in Global Business; Ethical Guidelines and Laws; Formal Corporate Ethics Programs;

Suggested Readings:
George Stonehouse, David Campbell, Jim Hamill, Tony Purdie, Global and Transnational Business: Strategy and Management, 2nd Ed, Wiley India


Nature of Course: Specialization P&SCM
Course Title: Production Planning and Control
Code No: PS 543
Credit: 3

Course Objective:
To understand the various components and functions of production planning and control

Course Content:
UNIT I: Introduction
Objectives and benefits of Production planning and control, Types of production system-job, batch, Mass and continuous; Productivity – concept, factors affecting and measurement,
Brief recall of forecasting techniques, Production planning: Push vs Pull system,

UNIT II: Aggregate Planning
Aggregate Units of production, Issues of aggregation- smoothing, bottleneck problem, planning horizon, treatment of demand; Cost in aggregate planning; Aggregate in chase strategy, constant workforce, and mixed strategies and additional strategies;
Disaggregating aggregate plans,

UNIT III: Inventory control during known demand
Inventories- types, motivation for maintaining and its characteristic, relevant costs
The basic EOQ model, order lead time, sensitivity, EOQ and JIT; Quantity discount models,

UNIT IV: Inventory control during uncertain demand
Nature of Randomness, Optimization criteria, the newsboy model; Lot size-reorder point systems,
Service levels (Q, R) system

UNIT V: Production Control
Operations scheduling-Sequencing rules; Sequencing for a single machine- shortest processing time, earliest due date scheduling, minimizing tardy jobs,
Sequencing for multiple machines- n jobs two machines, two-jobs flow shop

Reference Book:
Martand Telsang, “Industrial Engineering and Production Management”, S. Chand
and Company, First edition, 2000
K.C.Jain & L.N. Aggarwal, “Production Planning Control and Industrial Management”,

Upendra Kachru, “ Production and operations management – Text and cases” Excel
Nature of Course: Specialization P&SCM
Course Title: Warehouse and Inventory Management
Code No: PS 544
Credit: 3

Course Objectives:
The course creates understanding of the assets, operations, processes and management strategies involved in creating efficient warehouse and inventory control.

Course Details:
Unit I: Introduction  
Warehouse meaning; Needs, Characteristics and Functions of Warehouses; Inventories; Inventories management. Role of Inventory in Supply Chain; Role in the corporate strategy; Functions of Inventory; Methods of Controlling Stock Levels

Unit II: Warehouse Developments and Trends  
Warehouse Technology; Warehouse mechanical handling equipment and automation; Reverse logistics; Warehouse costs; Warehouses and the environment

Unit III: Inventory Management  
Analyzing the requirements; Product classification; Demand analysis; Product coding, ABC analysis, Item groupings for inventory management; Inventory management essentials; Inventory costs and service; Lead time; Demand forecasting; Setting the inventory management parameters; Inventory and statistics

Unit IV: Warehouse Management System  
Concept of Warehouse management System, Material Handling system, the principles and performance measure of Material Handling System; Material Handling equipment; Automated Storage and Retrieval System,

Unit V: Stock Control, Verification and Reporting  
Stock record transactions; Inventory receipts ; Inventory issues; Stock management; Identifying inventory; Surplus and obsolescent stock; Stock control and records; Stock accuracy; Stock checking programmes; Physical counting of stocks; Role of inventory manager or stock controller; Performance reporting

References:
James A. Tompkins, Jerry D. Smith, The Warehouse Management Handbook, second edition, Edward Brothers,
Nature of Course: Specialization P&SCM
Course Title: Facility Location Management
Code No: PS 545
Credit: 3

Course Objectives:
The objective of this course is to acquaint students with in-depth knowledge in the area of Facilities planning. The subject gives insight to quantitative approaches used in facilities and location decisions.

Course Details:
Unit I: Introduction
Introduction to facilities planning; Definition, Significance and Objectives of facilities planning; Facilities planning process; Facility planning strategies

Unit II: Facilities Design and Flow System
Relation between product, process, and schedule design and Facilities planning, Facilities Design Flow System, Materials management system, Material Flow system, Physical distribution system, Space requirements

Unit III: Layout Planning and Material Handling
Basic Layout Types; Layout Procedures; Algorithm approaches; Improvement algorithms; Scope and definition of Material handling, Material Handling equipment,

Unit IV: Layout Plan for Warehousing
Warehouse, Its purpose, Functions of the warehouse, Warehouse space and layouts;

Unit V: Layout Plan for Manufacturing System
Fixed Automation system; Flexible Manufacturing systems; Single-stage multi machine systems, Reduction in Work-in-process; Just-in-time manufacturing

Unit VI: Quantitative Approaches in Facility Planning
Facility Location Models; Warehouse layout models; Storage Models; Automated storage, Order Picking Operations; Single facility location problem; Multiple facilities location problem

References:
Nature of Course: Specialization P&SCM
Course Title: Network Design
Code No: PS 546
Credit: 3

Course Objectives:
The course gives introduction to the framework for designing the distribution network in a supply chain. It introduces students with the basic notations from graph theory to represent a network. Also this course gives idea about network in uncertain world.

Course Detail:
Unit I: Introduction
Network, Network Flows, Network Design, Network flow problems;
Notation and basic definitions from graph theory, network representations,
Supply Chain, Supply Chain Drivers

Unit II: Designing Distribution network
Role of Distribution in the Supply Chain; Factors influencing Distribution Network Design; Design option for a Distribution Network; e-Business and the distribution network; Distribution network in practices

Unit III: Network Design in Supply Chain
The role of network design in the Supply Chain; Factors influencing the network design decisions; Framework for network design decisions;
Models for facility Location and Capacity Allocation; Role of IT in Network Design; Issues of network design decision in a supply chain;

Unit IV: Network Design in an Uncertain Environment
Impact of uncertainty on Network Design; Discounted Cash Flow Analysis; Evaluating Network Design Decisions using decision trees; Supply Chain decisions under uncertainty in practices

References:
Sunil Chopra, Peter Meindl and D. V. Kalra, *Supply Chain Management: Strategy, Planning and Operations*, Pearson Education
Implementation of Seminar Series Course

Introduction
The MBA program provides some additional courses to provide diverse exposure for students in additional and emerging areas of management on the basis of seminar. These courses will be given in the form of additional seminar courses and specialization seminar courses.

Courses
The seminar courses are offered for Semester-II, Semester-III and Semester-IV (Specialization area). A list is provided here with topics of seminar, however, more can be added as found suitable by concerned college upon prior approval from Dean, Faculty of Management. Student has to select only three seminars of which two are general type of two credit hours each and the third one is of three credit hours which is in the area of specialization chosen.

1. Micro-finance & the Role of Financial Institutions in Development
2. Real Estate Management
3. Management of Banking and Insurance
4. Supply Chain Management
5. Hospitality Management
6. Knowledge Management
7. Project Management
8. Other courses selected by the concerned college

Besides the additional seminar series courses, one courses is given in specialization area in Semester-IV.

Implementation procedure
The concerned college has to obtain permission from the Dean, Faculty of Management before implementing the additional and specialization seminar courses in the concerned Semester. The college has to recommend faculty to the Dean, Faculty of Management along with the resume of the faculty for the purpose of designing and operating the seminar course(s). On the approval of the faculty as designer and operator of the seminar course, the faculty has to prepare detail syllabus, program and procedure of conducting seminar and get permission from the Dean to implement the seminar course(s).

Students will be given one week extensive classes on focused topic. This week will be kept free from other courses for students. Finally, student has to prepare a paper in his/her topic assigned by the concerned faculty. The size of the paper of should in between 20 to 50 pages in length. It should be presented in the form of research paper that details the concept, problem, literature, objective(s), design and methods, questions, data, findings and analysis, conclusion and recommendations etc. The student will present his/her paper in a seminar organized by the college on the stipulated day.

Evaluation
Performance of the student is evaluated on 100 marks. The marks are distribution on the following basis:
<table>
<thead>
<tr>
<th>Topic</th>
<th>Percentage of Full Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content</td>
<td>20%</td>
</tr>
<tr>
<td>Organization of the paper</td>
<td>20%</td>
</tr>
<tr>
<td>Presentation and communication skills</td>
<td>20%</td>
</tr>
<tr>
<td>Response of quarry (at seminar hall)</td>
<td>20%</td>
</tr>
<tr>
<td>Class participation</td>
<td>20% (by concerned faculty)</td>
</tr>
</tbody>
</table>

The performance of student will be judged by a panel of three persons comprised with:
- Institutional head
- Concerned Seminar Faculty
- Appointee of the Dean
- Chair Person
- Internal expert
- External expert

The marks obtained by the student should be sent to the Dean along with a copy of the paper prepared by the student and evaluated by the panel of experts for the purpose of recording in the Office of Examination Management.
Question Pattern for Semester End Examination, MBA

Total Marks- 60  Pass marks- 24

Section One: Case Study
Compulsory: 1*15 =15 marks
The case should test the analytical aspect of the major theme of the course and its applications

Section Two: Long Answer Type Questions
Two Questions to Answer from set of three: 2*10= 20 marks
The questions should test major concepts from the course.

Section Three: Short Answer type Questions
Five questions to Answer from set of six: 5*5= 25 marks
The questions should test basic concept, definitions, relevant examples, and short numerical
The last question will be a set of 5 one sentence answer type questions of 1 mark each. This will be compulsory question.
Any one of the remaining four questions of Section Three will have internal choice, where both the questions should be from the same unit.

Note:
• No unit will be left out in terms of distribution of questions.
• Questions will be marked serially from start till end.
• Question 1 and 9 will be compulsory.
• In case of quantitative type subjects, Q 10 should focus on the theoretical part of the subject.
(A) Format and Guideline for Internship

Internship is a scheme of arrangements, requiring a student to work in an organization for a specific period of time (four to eight weeks) after/during completing requisite courses. The student of BBA and MBA programs of the Faculty of Management, Purbanchal University has to go for internship as the partial requirement of the program(s).

Internship has certain specific objectives such as to:
- Training in genuine understanding
- Apply management knowledge to practice
- Improve personal skills i.e. organizational analysis, financial analysis, marketing analysis etc.
- Improve report writing skills,
- Help develop concrete plans, including long and short-term action plans, along with financial details

Working in an organization as an internee

An intern will spend 8 weeks in an organization. The organization provides its support to a student free of cost. An Intern should acknowledge the fact that the staff of an organization helps a student as a courtesy besides doing their routine work. For an intern, it will be an exercise to know he/she can utilize this opportunity.

In the best way this will be a test of an intern to get maximum support from the staff through his/her human relation skills. It is better not to interface in the regular work of staff of the organization or to find faults with them. An intern is there to observe and not to offend society. He/she can get some background material such as reports pertaining to that organization by following the proper procedure of permission from the concerned persons. People in an organization generally get offended when an outsider tries to get hold of some documents without permission. An intern can sometimes help staff in their work but not as a regular feature. He/she must be very diplomatic in handing situation, if asked to work for the staff in the organization. The intern should be well organized while working in an organization.

Work must be focused and well directed to the subject he/she has selected. One will be expected to give more emphasis on analysis and recommendations. Therefore, an intern should select a section or unit of a big organization only, in case of a large organization one can select only a section on certain department for work. An intern should do extensive work on this section and prepare concrete recommendations for its improvement. One is expected to give concrete and implementable recommendations. In short internship report must give all necessary information to a person who is interested to implement recommendations of the report. In case of a small sized organization, it should be reviewed as a while. Focus of work should be on a small unit with more emphasis on analysis and recommendations.

An intern may develop work plan to pursue while doing internship so as to complete within given time frame.

Format for writing Internship Report

The report should follow the following order:

1. Cover Page (The cover page should be written as shown in sky blue background)
2. Inside Title Page (as of cover page, but in white paper)
3. Certificate of internship training organisation
4. Acknowledgements
5. List of Contents
6. List of Tables, Figures & Illustrations
7. Executive Summary
8. Introduction
   a. Overview of the Organization
   b. Brief History
   c. Nature of the organization
   d. Business Volume
   e. Nature and number of the employees
   f. Product and Services
   g. Organizational Structure
      i. Overall and Concerned Department
9. Objective
   a. Studying the chosen Organization
   b. Specific Objective (if any)
10. Methodology (if specific objective)
11. Observations
    a. Functions of the concerned departments
    b. Detail of assigned work responsibilities
    c. Problem encountered during fulfilling work responsibilities
    d. Data Collection for specific objective (if any)
12. Analysis and Review
    a. Analysis of data collected on any specific issues (if Specific Objective)
    b. Critical Analysis of the theoretical concepts relating to practical experiences in the departments
    c. Knowledge Gain from the work assigned
13. Conclusion and Recommendations
    a. Contribution of internship in knowledge gain
    b. General Comments and suggestions for the company
14. References (APA format)
15. Annexure (if any)
<table>
<thead>
<tr>
<th>[TITLE]*</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Name and address of the organization]</td>
</tr>
</tbody>
</table>

By

[Name of Student]*
PU Registration No:
Campus name:

An internship report submitted to the Purbanchal University, Faculty of Management in partial fulfillment for the Degree of Master of Business Administration (MBA)

Month, Year

Place
Internship Report Production Guidelines

- Page: Page should be of A4 size. Paper weight should not be less than 75 gram.
- Font: Times New Roman
- Justification: The whole document must be fully (left + right) justified.
- Spacing: The body of the report should have 1.5 line spacing.
- Margin: 2.5cm all round (in banding).
- Paragraphs and Sections: Extra blank line before and after every section and subsection. Paragraphs must be separated by blank line. Paragraphs must be justified.
- Headings & Subheadings: All headings and their subheadings should be properly formatted using heading rules.
- Punctuations: Space after each punctuation mark (such as ; , etc)
- Page Numbering: The page numbers should start with 1 from the first page of the chapter 1 of the report. All page numbers should be centered inside the bottom margin, 2cm from the bottom edge of the paper. All the pages before the first chapter should be given Roman numbers (i, ii, iii, etc.)
- Spelling & Grammar Check: spelling and grammar should be correct and it should be checked by apply Spelling & Grammar check feature of MS Word on whole document of the report.
- Size of the report: The size of the report may vary with the size of the organization and the area of study.

Page dimension and binding specifications
The dimension of the intern project report should be in A4 size. Font size should be 12 and line spacing should be 1.5. The project report should be bound using appropriate material, but not spiral banding.

Submission Date & Format
Four hardcopies of the thesis (ring-bound; both single-sided and double-sided printings are acceptable) as well as a two softcopies (in PDF format) of the report must be submitted by the stipulated deadline. The student can also provide a hard copy to the concerned Internee Organization on its request

Evaluation of Internship
Evaluation of the Internship is based on an assessment of:
(i) The Internee's organization head
(ii) The student's performance by his/ her college supervisor and

Weightage of marks for evaluation
The internship work of the student is evaluated in 100 full marks. Following are the distribution of marks:

<table>
<thead>
<tr>
<th>Area of distribution</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Internee organization’s evaluation</td>
<td>20</td>
</tr>
<tr>
<td>(ii) Evaluation of written report of Internship</td>
<td>40</td>
</tr>
<tr>
<td>(iii) Evaluation through Viva –Voice examination</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>------</td>
</tr>
<tr>
<td>Total marks: 100</td>
<td></td>
</tr>
</tbody>
</table>

(i) Internee Organization’s Evaluation
The responsibilities of the Internee Organization’s Supervisor are to:
• Provide guidance to the student regarding understanding the organization, the analysis of the management problem and other related matters,
• Evaluate the student's progress during the Internship, and
• Evaluate the final copy of the Internship Report and submit a report about internee as prescribed in the form below

Organization’s supervisor evaluation form
(This evaluation will be of 20 percent weightage of Total evaluation). The evaluation form should cover the following information:

A. Candidate and College Information
Name of the Candidate:
University Registration Number:
Name of the College:
Internship Commencement date:
Internship Completion date:

B. Organization and Organization Supervisors Information
Name of the Organization:
Mailing Address
Name of the Organization Supervisor:
Position/ Organization Title:
Department:

C. Internee Evaluation:
In evaluation, please chose only one option for each characteristic listed below of Internee on the basis of his/her time spent during internship at your organization (out of 20 marks).

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Very Good (100%)</th>
<th>Good (80%)</th>
<th>Average (60%)</th>
<th>Poor (50%)</th>
<th>Very Poor (40%)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Punctuality (2.5):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management Skills (2.5)</td>
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<tr>
<td>Analytical Skills (2.5)</td>
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<td></td>
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<tr>
<td>Communication Skills 2.5)</td>
<td></td>
<td></td>
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<tr>
<td>Interpersonal Skills (2.5)</td>
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<tr>
<td>Sincerity (2.5)</td>
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<tr>
<td>Confidentiality (2.5)</td>
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<tr>
<td>Cooperativeness(2.5)</td>
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</tbody>
</table>
(ii) **Evaluation of written report of Internship**
University will evaluate the written on 40 percentage weightage of Total evaluation on the basis of following point:

- Format of the report: 10%
- Content of the report: 40%
- Writing of the report: 20%
- Analytical part of the report: 30%

(iii) **Evaluation through Viva –Voice examination**
This evaluation will have 40 percentage weightage of Total evaluation. The viva of the internee will be taken by the College including following members-

1. Institutional Supervisor
2. Institutional Head (campus)
3. External (Faculty of Management’s approval)

The viva-voce evaluation will be on the basis of following points

1. Presentation skills: 25%
2. Understanding of the organizations and assigned task: 25%
3. Communication skills: 25%
4. Queries reply: 25%
(B)  FORMAT AND GUIDELINES ON THESIS WRITING

The objective of this format and guidelines on writing thesis is to bring uniformity and standardization in the preparation of thesis as the partial fulfillment for the Degree of Master of Business Administration (MBA) offered by the Faculty of Management, Purbanchal University.

Presentation of thesis
The thesis should be organized and presented in the following order:

1. Cover Page
2. Inside Title Page
3. Declaration of Student
4. Certificate of the Supervisor
5. Viva-voce and Approval sheet
6. Acknowledgements
7. Table of Contents
8. List of Tables
9. List of Figures/ Charts
10. Abbreviations (if any)
11. Abstract
12. Text of the Thesis
   (i) Chapter I : Introduction
   (ii) Chapter II : Literature Review
   (iii) Chapter III: Research Methodology
   (iv) Chapter IV: Observation and Analysis
   (v) Chapter VI: Result and Discussion
   (vi) Chapter VII: Findings, Conclusion and Recommendations
13. References
14. Appendices (if any)

1. Cover Page
The title of the thesis; name, PU registration number and campus of the student; month and year and place of submission of thesis should be included in the specified places of cover page with specified font size and location on the cover page as shown in the sample cover page. The rules for formulating a good title are few. The title should identity the specific nature of the research and also some broader area within which the work occurred. The length of the title should be kept to a minimum, preferably approximately a dozen or so words. A good start is to avoid non-essential words or phrases, such as “Studies on the...”, “Some aspects of ....” and “Investigations into the......”

The cover page of the thesis should be written with golden/white letter on the black background of the cover. The sample of the cover page is in the next page:
[TITLE]*

By
[Name of Student]*

PU Registration No:
Campus name:

A thesis submitted to the
Purbanchal University, Faculty of Management
in partial fulfillment for the Degree of
Master of Business Administration (MBA)

Month, Year
Place
2. Inside title page
All items appeared in the cover page should also be appeared on the same size and location of the cover page. However, the page will be normal white paper and the letter will be black.

3. Declaration of student
The student has to declare that the thesis is his/her original work and citations are refereed with acknowledgement in the specified places of citation without concealing the truth. He/she should also declare that the thesis is not submitted to other university or institution for any purpose.

Example:
I………….. declare that this thesis entitled [Title of the Thesis] submitted in partial fulfillment of the MBA Degree of the Faculty of Management, Purbanchal University is my original work carried out under the supervision of [Name(s) of the Supervisor], and has not been submitted anywhere for the award of any other degree or commercial purpose. In keeping with the ethical practice in reporting scientific information, due acknowledgements have been made wherever the findings of others have been cited.

[Signature]
[Name of the candidate]
PU Reg. No:

Date:

4. Certificate of the Supervisor
The concerned supervisor has to certify the originality of the research work of the student in instructional letter head specifying that the research has been conducted under his/her supervision and has not been submitted to any other university and institute for any purpose.

Example:
This is to certify that the thesis entitled [Title of the Thesis] submitted by [Name of the candidate], PU Reg. No. ] to the Faculty of Management, Purbanchal University, in partial fulfillment for the award of the degree of MBA is a original research work carried out by him/her under my supervision. As far my knowledge, the contents of this thesis, in full or in parts, have not been submitted to any other Institution or University for the award of any degree or for any commercial purpose.

[Signature]
[Name of the supervisor]

Date:

5. Viva-voce and Approval sheet
The team of the viva-voce examination has to certify that they have undertaken the viva-voce examination and approve the thesis. The marks obtained by the students should be forwarded to the Dean, Faculty of Management for further actions.

6. Acknowledgements
This section usually consists of a single paragraph of thanks to the supervisor and other academic or technical staff, colleges and institutions for ideas, advice, criticisms, facilities, services, etc. Contrary to common practice, this is not a place to ‘let your hair down’: you are not allowed to acknowledge your pets, religious leaders, and so on; and avoid expression of excessive gratitude to your supervisor, or anyone else.
7. Table of Contents
This section considers the contents of each section of the thesis and lists all the major headings and sub-headings and the page numbers on which each starts.

8. List of Tables
The information shown in the table should appear at the relevant places in the text. Tables should be numbered chapter-wise (e.g. 4.1 for the first table of chapter 4). All the tables should be referred to by their numbers in the text, not by placement (e.g. see Table below/above). The titles of the tables should be brief and to the point. Tables should mention the source which should be placed at the bottom of the respective tables.

9. List of Figures/ Charts
The information shown in the figure/charts should appear at the relevant places in the text. Figures/chapters should be numbered chapter-wise (e.g. 5.3 for the third figure/chart of chapter 5). All the figure/charts should be referred to by their numbers in the text, not by placement (e.g. see figure/charts below/above). The titles of the figure/charts should be brief and to the point. Figure/charts should mention the source which should be placed at the bottom of the respective figure/charts.

10. Abbreviations
The abbreviations used in the thesis should be listed in the abbreviation section of the thesis in alphabetical orders.

11. Abstract
The Abstract should not exceed one page. The first few sentences identify the topic, the next few the research design, then the basic observations and/or results, and the last one or two, the theoretical implications of the observations and/or results. It should not contain references to figures, tables or literature.

Being an overview of the thesis, the Abstract should be written last. Avoid jargon (i.e., “the language, especially the vocabulary, peculiar to a particular trade, profession, or group”).

12. Text of the Thesis
It is the core part of the thesis which covers entire work of the students. This section highlights real performance of the student in the research work divided in chapters. This section is divided into following chapters:

(i) Chapter I : Introduction
(ii) Chapter II : Literature Review
(iii) Chapter III: Research Methodology
(iv) Chapter IV: Observation and Aanalysis
(v) Chapter V: Result and Discussion
(vi) Chapter VI: Findings, Conclusion and Recommendations

(i) Introduction
The Introduction should preferably not exceed 10% of the whole thesis. It must form a bridge from past to the present work in a stimulating manner within a few paragraphs. The “bridge”, moreover, should have the shape of an inverted pyramid: In other words, a good introduction starts with a broad base and ends with a specific point. It first considers the importance of the major area being investigated, primarily to provide the reader with a frame of reference from which to consider your work. Then, within the chosen area, it identifies a gap in our knowledge, or a precise question, or a particular controversy. Finally, it pinpoints the intended value of the present research. New approaches and assumptions on which the work is based should also be identified at this point.
(ii) Literature Review
Literature Review will explore the relevant research in the focus area explaining the recent work. It explains what kind of research is done in the area chosen. Literature review pinpoints different methodology used and major findings of the research relevant to the chosen area.

(iii) Research Methodology
This describes the research design in detail with specific focus on Data type and collection and analysis methods.

(iv) Observation and Analyses
The data collection, presentation and analysis are the core of the research. Any kinds of observation done are to be presented in a systematic format which will be the base for analysis. The observation can be in the form of qualitative or in quantitative form depending upon the research design. Analyses are what the researcher sees in the collected data or observations. Analysis could be qualitative or quantitative depending upon the research design.

(v) Results and Discussion
The results are the findings of the researcher on the basis of observations and analysis. The results are to be discussed along with the relevant management and subject theories.

(vi) Findings, Conclusion and Recommendation
This section contains the findings of the research, a conclusion on the research and recommendation to research community on the basis of the research undertaken. Also this section ends with future research ideas.

(vii) References
This list all the references sited in the text and presentation should follow APA style.

(viii) Appendices
Appendices are reserved for materials that are not strictly necessary for the presentation and interpretation of the data but may be useful to other researchers in duplicating the study, reanalyzing the data, avoiding time-consuming errors when conducting similar studies, etc. Examples of the type of material that can be included are data pro forma, computer programs, preliminary experiments and supplementary statistical data. Raw data should not be included.

Thesis Production Guidelines

Thesis Size
Generally a thesis should contain 80-250 pages.

Size and quality of paper
Use A4 size (210 mm wide and 297 mm long) white bond paper weighing 80 g/m² or more. The same quality of paper should be used throughout the thesis.

Typing Font and Margin
The entire thesis must be typed with double spacing, using Times New Roman font and font size of 12 points for text and with 3.5 cm left margin, and 2.5 cm margins on all other sides. The font size may quite large for chapter headings (Capital 18 point), section heading (17 points) and second level section heading (14 points) and third level section heading (12 points bold). Though it is not recommended, fourth-level section heading may be included without numbering in 12 point italicized font. Running text should be set in fully justified font of 12-point size.

All section headings should be left aligned with number but the Chapter heading should be centrally aligned. The contents in the References section of thesis may be typed with single spacing by following APA format. However, separate entries of references should be separated by double spacing.

Pagination
All sections before the Introduction (except the Title Page) should be numbered in Roman numerals (i, ii, iii, iv, etc.) at the bottom centre of the page. All other pages of the body of the thesis should be numbered with Arabic numbers (1, 2, 3, 4, etc.). Appendices will not be paginated.

Submission Date & Format

Four hardcopies of the thesis (book-bound; both single-sided and double-sided printings are acceptable) as well as two softcopies (in PDF format) of the thesis must be submitted by the stipulated deadline.

Numeral and Unit Abbreviations

Numbers under ten should be spelt out (e.g., nine for 9 but not figure 9) unless accompanied by an abbreviation: e.g. two centimeters or 2 cm. Do not start a sentence with an Arabic or Roman number.

Citations and Reference List

APA style will be followed for reference and citation in the text. Only literature cited in the thesis text should be included here.