

Far Western University
Faculty of Management
Master of Business Studies (MBS) Program

Course Details of First Semester
(Syllabus: MBS 1st Semester)



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Far Western University
Faculty of Management
Master of Business Studies (MBS) Program
Semester-wise Course Cycle (2021)

Semesters	Course Code	Name of course	Credit hours	
Semester I	MGT 511	Statistical Analysis for Business	3	
	MGT 512	Managerial Economics	3	
	MGT 513	Organizational Behavior	3	
	MGT 514	Business Communication	3	
	MGT 515	Management Accounting	3	
Semester II	MGT 521	Financial Management	3	
	MGT 522	Marketing Management	3	
	MGT 523	Entrepreneurship	3	
	MGT 524	Human Resource Management	3	
	MGT 525	Financial Accounting for Managerial Decisions & Control	3	
Semester III	MGT 531	Management Information System	3	
	MGT 532	Operations Management	3	
	MGT 535	Research Methods for Business	3	
		Specialization (any two subjects from one specialisation area)		
		Finance		
	FIN 564	Financial System in Nepal	3	
	FIN 565	Investment Analysis and Portfolio Management	3	
	FIN 566	Corporate Finance	3	
	FIN 567	Management of Cooperative and Micro Finance Institutions	3	
		Marketing		
	MKT 564	Consumer Behaviour	3	
	MKT 565	Advertisement & Sales Promotion	3	
	MKT 566	E-Marketing	3	
	MKT 567	Sales and Distribution Management	3	
		Accounting		
	ACC 564	Advanced Management Accounting	3	
	ACC 565	Accounting Information System	3	
	ACC 566	Corporate Tax Planning	3	
	ACC 567	Corporate Accounting	3	
		General Management		
	GMT 564	Quality Management	3	
	GMT 565	Operation and Process Management	3	
	GMT 566	Project Management	3	
	GMT 567	Supply Chain Management	3	
	Semester IV	MGT 541	Strategic Management	3
		MGT 542	Business Environment in Nepal	3
		MGT 543	Global Economy and International Business	3
		Specialization (any One subject from specialisation area)		
		Finance		
FIN 568		Financial Markets & Institutions	3	
FIN 569		Commercial Bank Management	3	
FIN 570		International Finance	3	
		Marketing		
MKT 568		Service Marketing	3	
MKT 569		Strategic Brand Management	3	
MKT 570		Fundamentals of Rural Marketing	3	
		Accounting		
ACC 568		Financial Reporting and Analysis	3	
ACC 569		Advanced Auditing	3	
ACC 570		Cost Management	3	
		General Management		
GMT 568		Recent Trends in Management	3	
GMT 569		Business Analysis and Decision Making	3	
GMT 570		Performance and Reward Management	3	
	Thesis			
MGT 546	Thesis	3		
	Total	60		

MGT 511: Statistical Analysis for Business

Course Title: *Statistical Analysis for Business*

Course Code: *MGT 511*

Credit Hours: *3*

Lecture Hours: *45*

Semester: *First*

Course Description:

This course covers the descriptive statistics, probability, probability distribution, sampling and estimation, testing of hypothesis, correlation and regression analysis.

Course Objectives:

The course aims in imparting the knowledge of descriptive and inferential statistics to the students and develop the skills of data analysis and interpretations of the evidence-based findings.

Learning Outcomes:

Students will be able to apply proper statistical tools and techniques in various functional areas of management for evidence-based decision making after learning this course.

Course Details:

Unit I: Descriptive Measures

LH 4

An overview of measure of central tendency, Positional Values, Five number summary, choice of appropriate measures of central tendency, measure of dispersion, skewness, kurtosis, Exploring Data Analysis.

Unit II: Probability

LH 8

Concept of probability, marginal, joint, conditional probability, Bay's Theorem and decision tree and their applications, Binomial and Poisson distribution with their measure characteristics, applications of these distributions, normal distribution and their applications.

Unit III: Sampling Theory

LH 4

Sampling techniques, sampling distribution of mean and proportion, central limit theorem, estimation of sample size.

Unit IV: Inferential Statistics

LH 20

Theory of estimation-point estimation and interval estimation and their interpretations, hypothesis testing, algorithm for testing of hypothesis, traditional and p-value approach for decision making in testing of hypothesis.

Parametric Test Statistic: Z-statistic for mean and proportion test, one sample t-test, independent t-test, paired t-test, their assumptions,

F-statistic: Variance-ratio test, One-way Analysis of Variance (ANOVA), concept of two-way ANOVA,

Non-parametric Test Statistic: Chi-square test statistic: for goodness of fit and independence of attribute.

Unit V: Correlation and Regression Analysis

LH 9

Introduction, co-relation analysis, estimation using regression line, limitations and errors. finding multiple regression equation (with 2 independent variables), coefficient of multiple determination, standard error of estimate, multiple regression with dummy variable, diagnostics of regression analysis.

Prescribed Text Book:

David M. Levine, Kathryn A. Szabat, David F. Stephan, (2013) “*Business Statistics: A First Course*”, *seventh edition*, Pearson Education.

Suggested References:

Lind, Marchal, Wathen, *Statistical techniques in Business and Economics*, 13th edition, Tata McGrawhill, India.

Gupta, S.C., *Fundamentals of Statistics*, 6th edition.

Groebner, D. F., Shannon, P. W., Fry, P. C. and Smith, K. D. (2008), *Business Statistics: A Decision-Making Approach*, 7th Edition, Pearson, Singapore.

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MGT 512: Managerial Economics

Course Title: Managerial Economics

Course Code: MGT 512

Credit Hours: 3

Lecture Hours: 45

Semester: First

Course Description:

The study of fundamental principles of microeconomics is most relevant to managers. Topics include introduction to managerial economics; demand analysis, business and economic forecasting; theory of production; costs theory and estimation; market structures and product pricing; survey of theories of firm; profit, investment and risk analysis; and strategic interaction. The course focuses on: (i) Managerial theories of the firm (ii) Profit maximization and, (iii) market equilibrium in different competitive settings. The course should enhance your understanding of how markets operate and develop your capability in making economic predictions. It should also serve as a foundation for further study in management, accounting, finance, and marketing. Case studies and current economic trends and developments will be examined in Nepalese and global perspectives.

Course Objectives:

The objectives of the course are as follows:

- The course covers the standard topics of managerial economics that are crucial to understanding the behavior of business firms in a global setting.
- The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tool and techniques in evaluating business decision taken by a firm in today's dynamic market-oriented economy.
- This will enable the students to study functional areas of management such as marketing, production and costing from a broader perspective.
- It teaches the students the foundations for making coherent business decisions in the face of complex tradeoffs, imperfect information and various sources of uncertainty.
- It teaches the best way to monetize the consumers in different market settings using a range of sophisticated pricing strategies.
- The course will also look at recent developments in business in the context of economic theory. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

Learning Outcomes:

After completing this course, students should be able to:

- explain the concept of managerial economics, objective of a firm and role of managerial economics in business decision making.
- discuss the concept of demand function, explain the methods of measuring elasticity of demand and application of forecasting techniques in business decision making.
- design competition strategies including costing, pricing and market environment according to the nature of the product and structure of market.

- discuss the concept of accounting profit and economic profit and explain the nature of information and risk.
- explain the role and response of government in the market.

Course Details:

The following topics have been selected for the course. Each issue or topic will be explored in relation to existing literature, its relevance and practices.

Unit I: Basic Concept of Managerial Economics and Managerial theories of Firm **LH 8**

- 1.1 Nature and Scope of Managerial Economics
- 1.2 Role of Managerial Economics in Business Decision Making
- 1.3 Concept of Economic Models and their uses in Business Decision Making
- 1.4 Relation of managerial economics with traditional economics.
- 1.5 Managerial Theories of Firms: Profit maximization model, Value maximization model, Sales maximization model, Williamson's model of managerial discretion, Cyert and March behavioral theory

Note: Illustration of Appropriate Numerical Problems

Unit II: Demand Analysis, Business and Economic Forecasting **LH 8**

- 2.1 Demand function: Meaning and types
- 2.2 Determinants of demand
- 2.3 Elasticity of demand: Measurement and determinants of price, income, cross and sales elasticity and their uses in business decision making
- 2.4 Relationship between revenues and price elasticity of demand
- 2.5 Purpose, steps and significance of forecasting
- 2.6 Methods of forecasting
 - 2.6.1 Qualitative forecasts: Survey techniques
 - 2.6.2 Quantitative forecasts: Time series analysis, Trend projection method and seasonal variation
 - 2.6.3 Smoothing techniques: Moving averages and exponential smoothing
 - 2.6.4 Simple regression model, Input-output model

Note: Illustration of Appropriate Numerical Problems

Unit III: Theory of Production and Cost Analysis **LH 10**

- 3.1 Production Function (Short run and long run), Cobb Douglas production function
- 3.2 Optimal use of one variable input and two variable inputs
- 3.3 Nature of costs: Explicit and implicit costs, Opportunity cost
- 3.4 Cost function and cost curves: short run and long run; average and marginal cost curves
- 3.5 Learning curve: Concept and derivation.
- 3.6 Empirical estimation of short run cost functions: use of regression model.

Note: Illustration of Appropriate Numerical Problems

Unit IV: Market Structures and Product Pricing **LH 10**

- 4.1 Concept and features of different market structures
- 4.2 Pricing under oligopoly: Cartel, Price leadership model and kinked demand curve model
- 4.3 Strategic behavior and game theory: Concept, Pay-off Matrix, Nash equilibrium, Prisoner's dilemma
- 4.4 Pricing strategies and policies: Cost plus pricing, Incremental cost pricing, Multiple product pricing, Transfer pricing, Peak-load pricing, Skimming pricing, Penetration pricing

Note: Illustration of Appropriate Numerical Problems

Unit V: Profit, Investment and Risk Analysis

LH 4

- 5.1 Concept of Profit: Accounting profit vs. Economic Profit
- 5.2 Meaning and factors influencing investment decision
- 5.3 Risk and uncertainty in managerial decision making
- 5.4 Asymmetric information and markets for lemons, The insurance market and adverse selection, The problem of moral hazard

Note: Illustration of Appropriate Numerical Problems

Unit VI: Role of Government in Markets

LH 5

- 6.1 Concept and sources of market failure,
- 6.2 Government response to market failure; national monopoly regulation, antitrust policy, patent system, operating control, subsidy and tax policy regulation, regulation of environmental pollution.

Note: Illustration of Appropriate Numerical Problems

Prescribed Text Book:

- Dwivedi, D. N. (2008). *Managerial Economics*, 7th Edition, Vikash Publishing House PVT LTD.
- Hirschey, Mark (2009). *Fundamentals of Managerial Economics*, 9th Edition, Cengage Learning
- Salvatore, D. (2012). *Managerial Economics Principles and Worldwide Application*, 7th Edition, Oxford University Press.
- Petersen, Craig H., Lewis, W Cris, Jain, Sudhir K. (2009). *Managerial Economics*, 4th Edition, Indian Institute of Technology, Delhi.

Suggested References:

- Mankiw, N. G. (2011). *Principles of Microeconomics*. Sixth Edition, USA: South Western College publication.
- P. Robert S., R. Daniel L., M. Prem L. (2012). *Microeconomics*, 7th Edition, Published by Dorling Kindersley (India) Pvt. Ltd.
- Dwivedi, D. N. (2012). *Microeconomics, Theory and Application*, 2nd Edition, Dorling Kindersley (India) Pvt. Ltd.
- Chandra, P. (2002), *Project Planning, Analysis Financing, Implementation and Review*, New Delhi, Tata McGraw- Hill Publishing Company Limited.

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MGT 513: Organizational Behaviour

Course Title: *Organizational Behaviour*

Course Code: *MGT 513*

Credit Hours: *3*

Lecture Hours: *45*

Semester: *First*

Course Description:

The course provides a basic framework for understanding organizational behaviour. More specifically, it contains employees' organizational behavior at individual level, group level, and organizational level. Hence, topics such as motivation, leadership, communication, teams, conflict, negotiation, organizational change and stress management are included in this course.

Course Objectives:

The objectives of the course are: (i) to acquaint the students about the concept of organizational behavior, (ii) to familiarize the students with the assumptions, historical background, and emerging trends of organizational behavior. (iii) to familiarize the students with the foundation of employees' individual behaviour, behavior in groups & teams, and at the organizational level their personality, intelligence, attitudes and job satisfaction and motivation

Learning Outcomes:

Upon completion of this course, the students are able to understand employee's behaviour, predict their behaviour and manage their behaviour for the accomplishment of organizational and individual goals. More specifically, they are able to understand, analyze, predict and manage employees behaviour at work from individual, group and organizational perspectives.

Course Details

Keeping in mind the course objectives, the course contents are detailed here.

Unit 1: Introduction to Organizational Behaviour

LH 12

Organizational behavior: concept, basic assumptions and historical background; Hawthorne studies, human relation movement and current trends in organizational behavior: workforce diversity, globalization, managing ethics, changing demographics of workforce, changed employee expectations, technology transformation, TQM and reengineering.

Unit 2: Foundation of Individual Behaviour

LH 12

Individual behavior as a system; determinants of individual behavior: personal factors and environmental factors; personality: concept and determinants of personality; theories of personality: trait theory and social learning theory; personality and job fit; concept, measurement and determinants of intelligence; nature and components of attitudes; work related attitudes; relationship between value, attitude and behavior; concept of motivation; review of motivational theories: Maslow's hierarchy of needs, Herzberg's two factor theory, X & Y theory, goal setting theory, equity theory; applied motivation practices: MBO, employee involvement programs, skill-based pay plans and job redesign; current issues in motivation; concept, determinants and consequences of job satisfaction.

Unit 3: Foundation of Group Behaviour

LH 12

Groups: concept and reasons for group formation, types of groups; work group behavior; groups vs. teams; teams: concept and types of teams, team dynamics, issues in managing work teams; communication: concept and types, barriers to effective communication, factors influencing organizational communication, recent issues in communication; Leadership: concept and leadership styles; theories of leadership: trait, behavioral and contingent theory; transactional and transformational leadership theories; current issues in leadership; power: concept, sources, and use of power; conflict: concept and sources, types of conflict: intra-personal and inter-personal conflict, intra-group and inter group conflict; negotiation and conflict resolution; guidelines for effective negotiation.

Unit 4: Organizational Change and Development

LH 6

Organizational change: concept and forces, types of change, resistance to change, managing change: creating a culture for change, creating a learning organization; organizational development: concept, process and purpose.

Unit 5: Organizational Stress Management

LH 3

Concept of stress, sources of stress, consequences of stress and managing stress.

Prescribed Text Book:

Robins Stephen P., Judge Timothy (2017). *Organizational behavior*. (2017).17th Edition. England: Pearson Education Limited.

Suggested References:

Helga Drummond. (2000). *Introduction to organizational behaviour*. (2000). NY: Oxford University Press,

Gregory Moorhead and Ricky W. Griffin (2000). *Organizational behaviour*. (2000). New Delhi: AITBS Publishers and Distributors.

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MGT 501: Business Communication

Course Title: Business Communication

Course Code: MGT 501

Credit Hours: 3

Lecture Hours: 45

Semester: First

Course Description and Objectives:

This course offers students of advanced business studies an intensive practice of effective business communication—written, oral, verbal, and non-verbal—so that the business graduates can apply the skills learned in their careers and beyond. Besides orienting students to basic theories of effective communication, the course also includes collaborative projects, writing assignments, and presentation to allow students to develop hands-on knowledge and practical skills of workplace communication. The course follows the seminar model of classroom teaching, in which students participate in in-class discussions and presentations.

Learning Outcomes:

Upon the completion of the course, students should be able to—

- Understand the fundamental of business communication.
- Identify the purpose of communication, analyze the audience, and select and use appropriate medium of communication.
- Learn the importance of planning, drafting, and revising messages.
- Learn and practice communicating effectively in a variety of professional contexts.
- Craft messages for multiple media, produce routine messages, negative messages, persuasive message.
- Write employment message, prepare for job interview, meetings, and collaborative communication in a workplace.

Course Details

Unit 1: Foundational Concepts and Theory

LH 12

Framework for Effective Business Communication

- Purpose and Importance of Business Communication
- The communication process
- Communicating within organizations
- External influences on business communication

Interpersonal Communication

- Foundations of interpersonal communication
- Nonverbal communication
- Listening
- Effective feedback

Group Communication

- Importance of group communication
- Characteristics of effective groups
- Group decision-making
- Group conflict and resolution
- Meetings

Planning Written and Spoken Messages

- Determining the purpose
- Analyzing the audience
- Considering the context
- Selecting a channel and medium
- Adapting the message to the audience
- Organizing the message
- Preparing the draft

Unit 2: Preparing Effective Business Messages

LH 12

Communicating Electronically

- Appropriate use of technology
- Electronic mail communication
- Web-based communication
- Voice and wireless communication

Preparing Routine Positive Messages

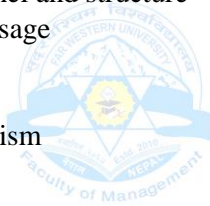
- Good-news messages
- Claims
- Requests
- Orders
- Procedural messages

Preparing Routine Negative Messages

- Selecting appropriate channel and structure
- Developing a negative message
- Refusing a request
- Denying a claim
- Offering constructive criticism

Preparing Persuasive Messages

- Persuasive Strategies
- Inductive approach to persuasive messages
- Making claims
- Asking favor
- Requesting information
- Sales and promotional messages



Unit 3: Preparing Reports and Proposals

LH 10

Understanding the Report Process and Research Methods

- Characteristics of reports
- Proposals
- The Problem-solving process
- Defining the problem
- Selecting a method of solution
- Collecting and organizing data
- Analyzing and interpreting data

Managing Data and Using Visuals

- Communicating quantitative information
- Using graphics
- Ethical use of graphics
- Types of graphic aids
- Strategies for using graphics in a text

Preparing Reports and Proposals

- Parts of a formal report
- Organization of formal reports
- Shorts reports
- Parts of a proposal

Unit 4: Business Presentation

LH 6

- Planning an effective business presentation
- Organizing the content
- Designing visuals
- Delivering the presentation
- Special presentation situations

Unit 5: Communication for Employment

LH 5

Preparing Résumés and Applications

- Preparing for the job search
- Identifying a career
- Planning a résumé
- Preparing résumé
- Composing job application

Interviewing for a Job

- Types of employment interviews
- Preparing for an interview
- Practice for an interview
- Conducting a successful interview
- Preparing other employment messages



Prescribed Text Book:

Carol M. Lehman, Debbie D. Dufrene, and Mala Sinha, *BCOM: An Innovative Approach to Learning and Teaching Business Communication*. New Delhi: Cengage Learning, 2011

Suggested References

John V. Thill and Courtland L. Bovee, *Excellence in Business Communication*. 8th ed. New York: Pearson, 2013.

Walter E. Oliu, Charles T. Brusaw, and Gerard J. Alred, *Writing That Works: Communicating Effectively on the Job*, 11th ed., New York: Bedford/ St. Martin, 2013.

Anirudra Thapa, *Business Communication: Principles and Applications*. Kathmandu: Asmita Publication, 2021.

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MGT 515: Management Accounting

Course Title: Management Accounting

Course Code: MGT 515

Credit Hours: 3

Lecture Hours: 45

Semester: First

Course Description:

This course is designed to encourage students understand and apply the underlying management accounting principles, tools and techniques and covers the concept of cost, cost volume profit analysis, budgeting and controlling for managerial decision.

Course Objectives:

The course emphasizes the use of accounting information for internal purposes as opposed to the external disclosure focus of financial accounting purposes. The main objective of this course is to familiarize the students with the basic concepts of management accounting system, and how the information generated by such a system can be useful in decision making and performance evaluation. More specifically, this course emphasizes on four objectives.

Learning Outcomes:

By the end of the course students should be able to:

- Discuss the basic concept which forms the discipline of management accounting;
- Explain the skills necessary to use management accounting information to make business decisions;
- Describe how management accounting information can be used to formulate and implement strategy in a variety of organizational environments;
- Explain and design the management accounting and control systems that affect human behavior in organizations.

Course Contents

Unit 1: Conceptual Foundation

LH 4

- 1.1 Concept, objectives, scope and limitation of Management Accounting,
- 1.2 Tools and techniques of Management Accounting,
- 1.3 Management Accounting vs. Financial Accounting Vs. Cost Accounting,
- 1.4 Users of accounting information,
- 1.5 Management Accounting process,
- 1.6 Changing role of Management Accounting,
- 1.7 Career opportunities in management accounting.
- 1.8 Role of management accountant and responsibilities
- 1.9 Professional ethics and social responsibility.

Unit 2: Cost Estimation and Reporting

LH 7

- 2.1 Cost concept, cost terminologies and cost classifications,
- 2.2 Segregation of semi- variable cost using two-point method and regression method; estimation of cost,
- 2.3 Measurement of correlation coefficient, coefficient of determinants, standard error of coefficient and testing of significance
- 2.4 Reporting based on marginal and absorption costing, reconciliation statement and reporting based on marginal costing.

Unit 3: Cost Volume Profit Analysis **LH 5**

- 3.1 Concept, objectives, assumptions and limitations of CVP analysis,
- 3.2 Break even analysis: graphical and formula method,
- 3.3 Profit planning including multi-products with interpretation,
- 3.4 CVP analysis under the condition of uncertainty.
- 3.5 CVP analysis under resource constraints
- 3.6 Application of CVP analysis for decision making.

Unit 4: Budgeting for Managerial Decision Making and Controlling **LH 12**

- 4.1 Concept and objectives of budgeting,
- 4.2 Concept and preparation of master budget for manufacturing and trading companies,
- 4.3 Flexible budget: concept, features and significance; difference between flexible and static budget,
- 4.3 Zero based budgeting: concept, process, advantages and disadvantages, zero based budgeting vs. traditional budgeting,
- 4.4 Variance analysis for controlling the performance: material, labour and overhead variances.

Unit 5: Decision regarding Alternative Choice **LH 7**

- 5.1 Concept, need and objective of decision making;
- 5.2 Decision regarding make or buy, drop or continue. accept or reject a special offer, sales or further processing and lease or buy decision.

Unit 6: Pricing Decision **LH 5**

- 6.1 Concept and objectives of pricing
- 6.2 Factors influencing pricing
- 6.3 Pricing methods: full cost pricing, variable cost pricing, ROI pricing, ABC pricing, Target cost pricing and transfer pricing.

Unit 7: Responsibility Accounting and Divisional Performance Measurement **LH 5**

- 7.1 Concept, objectives and features of responsibility accounting
- 7.2 Responsibility centers: cost center, revenue center, profit center, investment center
- 7.3 Divisional performance measurement: concept, limitation, distinguishing between divisional and managerial performance,
- 7.4 Financial measures: Return on Investment (ROI), Residual Income (RI) and Economic Value Added (EVA); Non-Financial Measures: Balance Scorecard (BSC), Performance Prism.
- 7.5 Management reporting: meaning, objectives, methods and types of management reporting, reports to shareholder and board of directors, use of reports to management.

Prescribed Text Books:

- Atkinson, A. A., Kaplan, R. S., Matsumura, E.M., Young, S.M & Kumar, G. A. (2012). *Management Accounting* (6th ed.). New Delhi: Pearson Education Pvt. Ltd.
- Horngren CT, Foster G, Datar SM, Rajan MV and Ittner C (2011). *Cost accounting: A managerial emphasis* (14th ed.). Pearson prentice Hall of India.

Suggested References:

- Drury C. (2000). *Management and Cost Accounting* (5th ed.). London Business Press.
- Garison R.H., Noreen, E.W. and Brewer, P.C. (2015). *Managerial Accounting*. McGraw Hill Education.
- Hilton, R.W., Ramesh,G., & Madugula, J (2011). *Managerial Accounting*. New Delhi: Tata Mc Graw Hill Education Pvt. Ltd.
- Jawahar L(2016). *Advanced Management Accounting* (4th ed.). S.Chand Publications.
- Shah, P. (2015). *Management Accounting* (2nd ed.). Oxford Publications.

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