

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

Course Details of Second Semester
(Syllabus: MBS 2nd Semester)



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Far Western University
Faculty of Management
Master of Business Studies (MBS) Program
Semester-wise Course Cycle – 2021 (Revised: 2022)

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)		
		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)	
			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	

Financial Management

Program/Semester: MBS/Second Semester

Course Title: Financial Management

Course Code: MGT 521

Credit Hours: 3

Lecture Hours: 45

Course Description

This course deals with how financial resources are raised and used by a business organization. This course helps student to learn effective management of financial resources in an organization and equips them with necessary skills to put them in practice. The course also establishes the base for specialized and advance course of finance. This course covers an overview of financial management, financial statements analysis, fundamental of risk and return, valuation of securities, cost of capital, long term investment decision, working capital decision and dividend decision.

Course Objectives

The objective of this course is to enable students to understand the basic and advanced concept, practices and approaches of financial management and their application in financial decision in the business organization.

Learning Outcomes

After completing the course, the student shall be able to:

- Understand the role and function of financial management, identify the appropriate goal of a firm
- And discuss the potential conflicts that arise within the firm.
- Identify the different types of financial markets and financial institutions, and explain how these markets and institutions enhance capital allocation.
- Identify the key information provided by financial statements to corporate managers and investors and calculate and interpret the key financial ratios ratios.
- Measure the risk and return and discuss the basic trade-off between risk and return.
- Identify and apply the different models for estimating the intrinsic value of bonds and stocks.
- Estimate the costs of different capital components and apply these component costs to determine the firm's WACC and MCC.
- Discuss how capital budgeting decisions are made by applying major capital budgeting decision criteria such as payback period, NPV and IRR.
- Explain why NPV is the best criterion and how it overcomes problems inherent in the other methods.
- Explain how much dividend should be distributed and should the distribution be in the form of cash dividends, or stock dividend, or repurchase of stock.
- Explain how different amounts of current assets and current liabilities affect firms' risk and profitability and how companies decide on the proper amount of cash, marketable securities, accounts receivable and inventory.

Course Details

Unit 1: Introduction to Financial Management

LH 4

Concept and functions of financial management, objectives of the firm, value maximization and social welfare, role of financial manager, agency relationship, business ethics and social responsibility, corporate governance, financial environment in Nepal: financial markets, financial institutions and financial securities.

Unit 2: Financial Statements Analysis

LH 6

Financial statements and reports: Income statement, balance sheet, cash flow statement and statement of shareholders' equity; Financial analysis: the common-size statements and financial ratio analysis (liquidity ratios, debt management ratios, assets management ratios, profitability ratio and market related ratios); The DuPont equation; Benchmarking of performance; Uses and limitations of financial ratio analysis.

Unit 3: Fundamental of Risk and Return

LH 5

Concept and measurement of return: rupee return, percentage return, average return, expected rate of return and required rate of return; Concept and measurement of risk of an individual investment; comparison of risk and return; Portfolio risk and return: concept and objectives of portfolio, determination of portfolio risk and return; Capital Assets Pricing Model: concept, assumptions, estimation of required rate of return and the Security Market Line.

Unit 4: Valuation of Securities

LH 8

Basic financial assets valuation model; Meaning and characteristics of bonds; Valuation of bond: valuation of perpetual bonds, valuation of zero coupon bonds, valuation of coupon bonds with finite maturity, valuation of bonds with semi-annual coupons and changes in bond values over time; Bond yields: current yields, yield to maturity and yield to call; Meaning and key features of common stock; Common stock valuation: single and multiple holding periods, the dividend discount model (zero growth model, normal growth model and non-constant growth model); Valuing the entire firm; Preferred stock: features and valuation.

Unit 5: Cost of Capital

LH 3

Concepts of cost of capital, component cost of capital: cost of debt, cost of preferred stock, cost of retained earnings, cost of new common stock, weighted average and marginal cost of capital.

Unit 6: Long Term Investment Decision

LH 10

Concept and significance of capital budgeting, process of capital budgeting decisions, classification of capital projects, capital budgeting decision criteria: payback period, discounted payback period, accounting rate of return, net present value, internal rate of return, comparing NPV and IRR, modified internal rate of return, profitability index, conclusions on capital budgeting methods.

Unit 7: Working Capital Decision

LH 6

An introduction to working capital management, operating and financing current assets, cash conversion cycle, cash management, inventory management and receivable management.

Unit 8: Dividend Decision

LH 3

Concept of dividend, dividend payment procedures, dividend distribution model; residual and stable, cash dividend, stock dividend, stock split, reverse stock split, dividend payment practice in Nepal.

Prescribed and Recommended texts:

Prescribed text books:

Brigham, E. F. & Ehrhardt, M. C. *Financial Management: Theory and practice* (12th edition). Delhi: Cengage Learning.

Van Horne, J. C. *Financial Management and Policy*. New Delhi: Pearson Education

Suggested References:

Brigham, E.F., and J.F. Houston. (2012). *Fundamentals of Financial Management, Concise*. 7th ed. Mason, OH: Harcourt College Publisher.

Brealey, Richard A and Steward C. Myers (2011). *Corporate Finance*. McGraw Hill; New York.

Chandra, Prasanna (2010) *Financial Management*. Tata McGraw Hill.

Damodaran, A. 2006. *Applied Corporate Finance* 2nd ed. New York, NY: John Wiley & Sons, Inc.

Gitmen, L. J. *Principles of Managerial Finance*. Delhi: Pearson Education.

Hampton, John (1998) *Financial Decision Making*. Prentice Hall.

Khan MY, Jain PK (2008) *Financial Management*. Tata McGraw Hill.



Marketing Management

Program/Semester: MBS/Second Semester

Course Title: Marketing Management

Course Code: MGT 522

Credit Hours: 3

Lecture Hours: 45

Course Description

Marketing Management is the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value. Marketing management seeks to meet organizational objectives by effectively satisfying customers in a dynamic environment. This course provides an in-depth understanding of the marketing management process including identifying marketing opportunities, evaluating them and designing strategies to take advantage of the emerging opportunities.

Course Objectives

The objective of this course is to acquaint students with an understanding of the development in marketing and management of marketing functions including the design of marketing mix and dynamism in marketing environment. This course aims to provide students with the skills for analyzing and managing marketing opportunities in a dynamic environment.

Learning Outcomes

On completion of this course, the students will be able to:

- Demonstrate an understanding of marketing and the marketing process.
- Explain the fundamental process of formulating segmentation, targeting, and positioning strategies.
- Understand the strategies related to product, price, place and promotions.
- Analyze the changes in marketing strategies during the product's life cycle.
- Evaluate the internal and external forces that influence an organization's marketing strategy.
- Identify the major trends and forces that are changing the marketing landscape.

Course Details

Unit 1: Introduction

LH 7

An overview of marketing and marketing management, marketing concepts (production concept, product concept, selling concept, modern marketing concept, societal concept and holistic concept), concept of social marketing, e-marketing and green marketing; Marketing in 21st century: concept, focus and challenges; Concept and components of marketing mix for products and services.

Unit 2: Market Segmentation, Targeting and Positioning

LH 8

Market segmentation: meaning, importance and basis for segmenting consumer and business markets, segment evaluation, segment analysis and segment selection; Market targeting: meaning and targeting strategies; Product positioning: concept, types and strategies; Consumer buying

behaviour: meaning, importance, business/organization buying decision processes and factors influencing buying behaviour (individual and organizational).

Unit 3: Market Opportunity Analysis and Management

LH 10

Concept of market opportunity analysis: situation analysis; meaning, product situation (demand, trend of sales, competition); Customer analysis: meaning and customer need analysis; Market analysis: meaning and components; Competitor analysis: concept of competition, types of competition, concept of competitor analysis, Porter's approach for analyzing competitive advantages, attack and defense strategies of market leaders and followers; Environment analysis: meaning, objectives and components of environment analysis, trend of macro environmental forces; Market opportunity analysis tools: Boston Consulting Group's Growth Share Matrix and General Electric's Two Factor Model.

Unit 4: Marketing Mix Strategies

LH 14

Concept of product planning and development; Product life cycle: meaning, implication and marketing strategies for each stage of product life cycle; Product mix: meaning and strategies; Service product: meaning, characteristics and quality dimensions of service product; Pricing: meaning, importance, pricing objectives, pricing methods, pricing policies and strategies; Marketing channels: meaning and structure; Logistic management: meaning, components and strategies; Integrated marketing communication: concept, objectives and components.

Unit 5: Emerging Concepts in Marketing

LH 6

Value marketing: concept of customer value; Concept and determinants of customer satisfaction; Concept of customer loyalty; Direct marketing: meaning and major channels for direct marketing, ethical issues in direct marketing; Concept of quality marketing; Relationship marketing: meaning, type and process.

Prescribed and Recommended Texts

Prescribed text books:

Kotler, P., Kevin, L. K., Koshy, A., & Jha, M. (2013). *Marketing management*. Pearson Education
Stanton, W. J., Etzel, M. J., & Walker, B. J. (2007). *Fundamentals of marketing (14th ed.)*. Mc Graw Hill.

Suggested references:

Baines, P., Fill, C. & Page, K. (2008). *Marketing*. Oxford University Press: Oxford
Kotler, P., Wong, V., Saunders J., & Armstrong, G. (2005). *Principles of marketing*. Prentice Hall.
Phil Stern, P., & Doyle, P. (2009). *Marketing management and strategy*. Harlaw: Prentice Hall.
Srinivasan, R. (2008). *Case studies in marketing: The Indian context*. Prentice Hall.



Entrepreneurship

Program/Semester: MBS/Second Semester

Course Title: Entrepreneurship

Course Code: MGT 523

Credit Hours: 3

Lecture Hours: 45

Course Description

The course covers topics on introduction of fundamental concepts of entrepreneurship, entrepreneurial strategy, new venture planning and entrepreneurship development in Nepal. It also includes entrepreneurial motivation, creativity and innovation. The emphasis on imparting the student with conceptual knowledge of entrepreneurship and equip them with necessary skills to identify opportunity and make detail business plan applying knowledge of functional areas like marketing, personnel, finance, economic and legal aspects with focus on the Nepalese context.

Course Objectives

The course aims at familiarizing the students with different aspects of entrepreneurship and develops their entrepreneurial ability. It intends to motivate the entrepreneurial instinct and develop necessary knowledge and skills among the students for creating and managing new ventures. Likewise, it also aims at familiarizing the students with different dimensions of entrepreneurial environment prevailing in Nepal.

Learning Outcomes

After the completion of this course, the students will be able to:

- Understand the basic concepts of entrepreneurship and entrepreneurial process.
- Explain the factors affecting entrepreneurial growth.
- Make an understanding of strategic perspectives in entrepreneurship.
- Identify and analyse entrepreneurial opportunities.
- Understand legal issues relating to intellectual property rights, licensing, and contracts.
- Prepare business plan for new venture.
- Comprehend the significance of entrepreneurship development in Nepal.
- Understand the initiative for the promotion of entrepreneurship in Nepal.

Course Details

Unit 1: Introduction to Entrepreneurship

LH 6

Concept of entrepreneurship, entrepreneurs: meaning, nature, functions and types; Entrepreneurial traits/characteristics, evolution of entrepreneurship, entrepreneurial process, common entrepreneurial motivations and barriers, entrepreneurial intention, factors affecting entrepreneurial growth, entrepreneurship and social mobility, entrepreneur and intrapreneur, entrepreneurship in family business.

Unit 2: Creativity and Innovation

LH 6

Concept of creativity and innovation, opportunity identification, sources of new venture ideas, methods of generating new ideas, ideas from trend analysis, principles of innovation, incremental

versus disruptive innovation; Sources, process and types of innovation; Components of creativity, indicators of creativity, nature of creative process, product planning and development process, introduction to business incubation and startups, role of technology in innovation.

Unit 3: Entrepreneurial Strategy

LH 6

Introduction to strategic management, major components of a strategic plan, conceptualizing corporate entrepreneurial strategy, venture development stages, an entrepreneurial strategy matrix model, growth strategies, entry strategies for new entry exploitation, risk reduction strategy, sources of information for start-up entrepreneurs in Nepal.

Unit 4: Creating Business Plan for New Ventures

LH 8

Introduction to business plan: concept, nature and process of business planning; Idea generation, screening and project identification; Feasibility analysis: economic, marketing, financial and technical; Reasons for the failure of entrepreneurial ventures; Business Model Canvas: concept, business model canvas versus lean canvas (preparation of sample business plan by using business model canvas).

Unit 5: Legal Issues for the Entrepreneur

LH 5

Legal structures for entrepreneurial ventures, venture registration process, concept and nature of intellectual property; Patents, trademarks, licensing and copyrights; Product safety, liability and quality assurance; Labor laws and environmental laws; Other legal issues in setting up a business enterprise (legal issues with reference to Nepalese laws).

Unit 6: Financing for Entrepreneurship Growth

LH 6

Sources of capital for ventures: debt versus equity, equity financing, venture capital market, angel financing, new forms of entrepreneurial capital; Measuring performance of entrepreneurial ventures; Developing a sustainable business plan; Global opportunities for growth.

Unit 7: Entrepreneurship Development in Nepal and Emerging Issues

LH 8

Entrepreneurial growth in Nepal; Small business entrepreneurship and Women entrepreneurship in Nepal: issues and prospects; Role of small enterprises in Nepalese economy; Emerging entrepreneurial issues in Nepal: women entrepreneurship, rural entrepreneurship, social entrepreneurship, eco- efficiency and eco -preneurship, entrepreneurial eco-system; Comparative advantage of Nepal in different sectors; Introduction to different Entrepreneurship Development Projects implemented by government and non-governmental organizations and financial institutions in Nepal.

*Note: Case studies based on above-mentioned course contents are required. Students are required to prepare a **business plan** as mandatory assignment. The major components of business plan are: vision, mission and values, company description, market analysis, organization and management, service or product line, production process and technology, marketing and sales, financial requirement, sources of fund and financial projections: projected profit and loss account, cashflow, balance sheet.*

Prescribed and Recommended Texts

Prescribed text books:

Hisrich, R. D., Manimala, M. J., Peters, M. P., & Shepherd, D. A. (2012). *Entrepreneurship*. New Delhi: McGraw-Hill Education (India) Pvt. Ltd.

Kuratko, D. F., & Rao, T. V. (2010). *Entrepreneurship: A south-Asian perspective*. Cengage Learning.

Suggested references:

Drucker, P. F. (1985). *Innovation and entrepreneurship: Practice and principles*. New York: Harper &

Kumar, A. (2010). *Entrepreneurship: Creating and leading an entrepreneurial organization*. Pearson, India.

Natarajan, K., & Gordon, E. (2006). *Entrepreneurship development*. Himalayan Publication, India.

Ramachandran, K. (2010). *Entrepreneurship development*. Tata McGraw Hill, India.

Various Plans, policies and projects of Nepal government and Provincial governments, banks and financial institutions, I/NGOs and other organizations relating to promotion of entrepreneurship.



Human Resource Management

Program/Semester: MBS/Second Semester

Course Title: Human Resource Management

Course Code: MGT 524

Credit Hours: 3

Lecture Hours: 45

Course Description

The course is designed for MBS program and it intends to provide the basic framework of human resources and its management. The course emphasizes on different aspects of human resource management in order to make students familiar with the concept of human resource management. The course covers the context of human resource and different functions like human resource planning, recruitment, selection, training, development and performance evaluation and compensation. This course further deals with the concept of labour relations, unionism, collective bargaining, labour disputes and so on.

Course Objectives

The objective of this course is to acquaint the students with basic concept of Human Resource Management, familiarize students with the HRM context and changing role of HRM, enable students to understand the concept of job analysis and job design and the issues relating to labour relations, health and safety aspects of employees.

Learning Outcomes

After completing the course, the student shall be able to:

- Describe the field of "human resource management" and understand its relevance to managers and employees in work organizations.
- Conduct a basic job analysis and apply this understanding of job requirements to other human resource management systems such as selection, performance appraisal, and compensation.
- Analyze the ways and means of hiring and appraising human resources.
- Apply information technology in HRM.
- Understand the value and importance of human resources development.
- Understand organisational commitment towards safety, health and work life balance of human resource to deal effectively with employment issues on the job.

Course Details

Unit 1: Introduction to Human Resource Management (HRM)

LH 8

HRM: meaning, functions and challenges of human resource management; Essential skill for human resource managers; Human resource management models: Michigan model and Harvard model; Human resource management department as an integral part of organizations, changing role of human resource manager, components of human resource management environment and human resource management practices in Nepalese organizations.

Unit 2: Human Resource Planning, Recruitment, Selection and Induction

LH 8

Concept and objectives of human resource planning, steps in human resource planning, information management in human resource planning, importance of human resource information system,

concept and need for succession planning, concept and sources of recruitment, factors governing recruitment process, selection process, types of selection tests and interviews, inducting and placing the new recruits.

Unit 3: Analysing Job and Designing Job **LH 6**

Job analysis: concept, process and techniques; Job design: concept, approaches and factors affecting job design, contemporary issues in job design; Job description, job specification and job evaluation.

Unit 4: Training and Development **LH 8**

Concept and objectives of training, training need assessment and methods of training, concept of training and development program, designing an effective training and development program, evaluation of the effectiveness of training programmes, emerging concept of management development programme, self-development mechanism, knowledge enrichment and career advancement.

Unit 5: Performance Appraisal and Compensation Management **LH 7**

Concept and importance of performance appraisal, techniques of performance appraisal, ethical aspects in performance appraisal, performance appraisal practices in Nepalese organizations, concept and determinants of compensation, different forms of incentives, compensation practices in Nepalese organization.

Unit 6: Health and Safety Aspects and Labour Relations **LH 6**

Organizational commitment towards safety and health of human resource, safety measures and safety programmes, sexual harassment, concept and objectives of labour relations, unionism, grievance handling, collective bargaining, labour disputes and its settlement HRM issues related to BPO and KPO.

Unit 7: Recent Trends in HRM **LH 2**

Talent management, empowerment of employees, G-HRM and E-HRM, innovative employee and incentive schemes in global scenario.

Prescribed and Recommended Texts

Prescribed text books:

Decenzo, David A., Robbins, Stephen P. (2014). *Human resource management* (9th ed.). New York: John Wiley & Sons Inc.

Bratton, J., & Gold, J. (2012). *Human resource management: Theory and practice*. New York, NY: Palgrave Macmillan.

Mahapatro, B. B. (2010). *Human resource management*. New Delhi: New Age International Ltd.

Suggested references:

Adhikari, D. R. (2005). *Human resource management*. Kathmandu: Buddha Academic Publisher.

Agrawal, G.R. (2000). *Human resource management in Nepal*. Kathmandu: CEDA.

Stredwick, J. (2005). *An introduction to human resource management*. Burlington, MA: Elsevier Butterworth-Heinemann.

Aswathapa, K. (2005). *Human resource and personnel management*. New Delhi: Tata McGraw-Hill.

Pant, P. R. & Narayan, M. (1998). *Industrial relations in Nepal*. Kathmandu: Industrial Relation Forum.



Financial Accounting for Managerial Decisions & Control

Program/Semester: MBS/Second Semester

Course Title: Financial Accounting for Managerial Decisions & Control

Course Code: MGT 525

Credit Hours: 3

Lecture Hours: 45

Course Description

This course comprises a mix of financial and management accounting tools and techniques of decision making. Financial statements, the procedures of financial analysis and performance measurement are related with the financial accounting. The management accounting topics relate to cost and profit planning, and the use and application of financial information to support management decision activity for both routine and non-routine business situations.

Course Objectives

This subject is intended to prepare students to understand and use accounting information for managerial decisions and planning future business activity. This course aims to expose students to the nature and use of accounting information as used by managers in making managerial decisions and controlling business operations in changing environments.

Learning Outcomes

Having worked through this course, student will be able to:

- Explain the purpose, content and format of financial statements and the methods used by accountants to prepare these statements.
- Apply skills in analysing, recording and reporting accounting information including through the use of computerised accounting systems.
- Explain the role of management accounting information in managerial decision-making and apply basic management accounting techniques.
- Use information and/or business support systems to monitor issues, problems and opportunities affecting business.

Course Details

Unit 1: Accounting Information for Managerial Decisions

LH 6

Meaning and importance of financial information, sources of information, users of financial information, measurement theory, discuss and illustrate the communication of information, role of management accounting in the competitive business environment, control system and control environment in an organization, the decision-making model, decision making as a planning and control process; accounting and financial reports, standards for the preparation of accounting information, disclosures of national and international accounting and financial reporting standards.

Unit 2: Financial Statement Analysis

LH 7

Meaning, objective and components of financial statements: income statement, statement of retained earnings, statement of change in equity, balance sheet and cash flow statement; methods of financial statement analysis: horizontal, vertical, trend analysis; ratio analysis: meaning,

computation and interpretation of ratios for measuring productivity, profitability, activity, stability and growth.

Unit 3: Impact of Accounting Policies on Decision Making and Control **LH 8**

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

Unit 4: Cash Flow Analysis **LH 6**

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

Unit 5: Customer-Profitability and Sales Variance Analysis **LH 6**

Customer revenue and costs, customers profitability profiles, decision making process to manage customer profitability, sales variances (sales mix variance and sales quantity variance), market share and market size variance.

Unit 6: Investment Analysis **LH 12**

Concept, need and objectives of investment analysis; type of investment proposals, estimation of cashflows: new investment and replacement projects; concept, need, computation and analysis of evaluation techniques: ARR, PBP, NPV, IRR and PI; risk and uncertainty in investment decision under risk and uncertainty: sensitivity analysis, coefficient of variation, risk analysis, certainty equivalent and probability distribution approach.

Prescribed and Recommended texts:

Prescribed text books:

Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. (2013). *Management accounting information for decision-making and strategy execution*. London: Pearson Education.

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

Norton, Curtis L. Gary Porter, A. (2013). *Introduction to financial accounting*. South Western Cengage Learning

Suggested references:

Gopalkrishnan, A. A. (2001). *Understanding financial Statements - interpretation and analysis*. New Delhi: Label Book Publisher.

Gupta, A. (2018). *Financial accounting for managers: An analytical perspective*. Delhi: Pearson Education

Garison R.H., Noreen, E.W., & Brewer, P. C. (2015). *Managerial accounting (15th ed.)*. New York: McGraw Hill Education.

Horngren, C. T., Sundem, G. L., Stratton, W. O., Burgstahler, D., & Schatzberg, J. (2005). *Introduction to management accounting*. New Jersey: Pearson Prentice Hall.

Nepal accounting standards (NAS), ICAN and International financial reporting system (IFRS), latest version

