
Far Western University
Faculty of Management
Master of Business Administration (MBA) Program

Course Details of Fourth Semester
(Syllabus: MBA 4th Semester)



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Far Western University
Faculty of Management
Master of Business Administration (MBA) Program
Semester-wise Course Cycle (Revised in 2023)

Semesters	Course Code and Name of Courses	Credits	
Semester I	MGT 501: Managerial Communication	3	
	MGT 502: Emerging Concepts in Management	2	
	STT 512: Statistics for Management	3	
	ECO 522: Managerial Economics	2	
	MGT 532: Organizational Behaviour	2	
	MGT 535: Business, Society and Ethics	2	
	MKT 551: Marketing Management	2	
Semester II	ACC 511: Managerial Accounting and Control	3	
	ACC 512: Financial Reporting and Analysis	3	
	MGT 533: Human Resource Management	2	
	MGT 534: International Business	2	
	FIN 541: Financial Management	3	
	MIS 554: Management Information System	3	
Semester III	RES 631: Business Research Methods	2	
	MGT 632: Operations Management and Supply Chain	2	
	MIS 633: E-Business	2	
	ENT 634: Entrepreneurship	3	
	INT 635: Internship	2	
	Concentration I (ONE subject from any one concentration area):		
	Concentration Area: Banking and Finance		
	FIN 636: Financial Markets and Institutions	3	
	FIN 637: International Financial Management	3	
	Concentration Area: Marketing		
	MKT 636: Consumer Behaviour	3	
	MKT 637: Advertising and Sales Promotion	3	
	Concentration Area: Accounting		
	ACC 636: Corporate Accounting	3	
	ACC 637: Corporate Taxation	3	
	Concentration Area: Human Resource Management		
	HRM 636: Employment Relations	3	
	HRM 637: Human Resource Development	3	
	Semester IV	MGT 641: Strategic Management	3
		ENT 642: Business Plan for New Venture Development - Seminar	1
ACC 643: Taxation and Tax Planning - Workshop		1	
RES 649: Thesis		3	
Concentration II (ONE subject from any one concentration area):			
Concentration Area: Banking and Finance			
FIN 644: Investment Analysis and Portfolio Management		3	
FIN 645: Commercial Bank Management		3	
FIN 646: Marketing of Financial Services		3	
Concentration Area: Marketing			
MKT 644: Service Marketing		3	
MKT 645: Social Marketing		3	
MKT 646: Strategic Brand Management		3	
Concentration Area: Accounting			
ACC 644: Accounting Information System		3	
ACC 645: Advanced Management Accounting		3	
Concentration Area: Human Resource Management			
HRM 644: Performance Management		3	
HRM 645: Conflict Management and Negotiations		3	
Concentration III (ONE seminar related to concentration area)			
FIN 648: Seminar in Banking and Finance		3	
MKT 648: Seminar in Marketing		3	
ENT 648: Seminar in Accounting		3	
HRM 648: Seminar in Human Resource Management	3		

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Strategic Management

Program/ Semester: MBA/ Fourth Semester

Course Title: Strategic Management

Course Code: MGT 641

Credit Hours: 3

Contact Hours: 45

Nature: Core

Course Objectives

This course aims to familiarize student with the basic concept of strategic management and enable them to formulate, implement, and evaluate strategies for business. The course also aims to develop comprehensive and integrated view of business. The ultimate objective is to develop skill or practical and integrated application of different fields of management in order to make strategic decisions.

Course Description

Starting from the establishment of the company's direction by preparing mission statement and vision this course will proceed to the identification of opportunities and threats emerging from the external environment and assessment of strength and weaknesses arising from the internal environmental forces. Development of tools needed to match opportunities and threat with strength and weaknesses will be the next step. Concept of removing possible hurdles in the implementation of his strategies will be followed by the discussion on the implementation of strategy. Finally issues related to strategic evaluation and control will be discussed.

Learning Outcomes

Upon successful completion of the course, students will be able to:

- Apply strategies and analyze the role of strategists in the business policy of an organization
- Formulate strategic policy plans to take decisions in business-related problems
- Analyze the internal and external environment of business for the purpose of effective strategic planning.
- Evaluate various strategies to develop effective strategies for an organization.
- Devise and implement strategic approaches to manage a business successfully in a global context

Course Contents

In line with the contemporary focus of the course, the following issues or topics have been selected. Each issue or topic will be explored in relation to existing literature, its relevance and practices in the Nepalese context.

Unit 1: Introduction to Strategic Management

LH 6

Concept and Nature of Strategic Management; Evolution of strategic management; Importance of Strategic Management; Characteristics and importance of strategic decisions; Levels of strategy: corporate, business and functional level; Strategic Management Process; Current trends in strategic management, Ethical and social considerations of strategic management.

Unit 2: Company Direction

LH 3

Strategic vision: concept, characteristics and importance of strategic vision; Mission: concept, characteristics and importance of mission; Objective: concept, components and levels of objective.

Unit 3: External Environmental Analysis

LH 6

Concept and nature of Business Environment; Components of the Business Environment; Environmental Analysis: Process and Techniques of Environment Analysis: Scenario Planning: Features and Process of Scenario Planning; PESTEL Analysis; Environmental Threat and Opportunity Profile (ETOP), Industry and Competitive Analysis; Strategic group

mapping.

Unit 4: Internal Environmental Analysis

LH 6

Concept of corporate appraisal; Corporate resource analysis for strengths and weaknesses; The resource-based view of an organization: VRIO framework; Types of resources: available resources, threshold resources and unique resource, core competencies, distinctive competencies, strategic advantage and competitive advantage; Techniques of internal analysis: Value chain analysis; Benchmarking; Strategic Advantage Profile (SAP).

Unit 5: Strategic Options and Choice Techniques

LH 10

Concept of Strategic Options: SWOT analysis concept and Components, Strategic Options through SWOT Analysis, Importance of SWOT Analysis; Corporate strategies: Strategic Alternative at the corporate level (stability, growth, and retrenchment strategy); Business level strategy (Porter's competitive strategy, strategy clock oriented market-based strategies); Corporate Level Analytical Tool; Boston Consultancy Group (BCG Matrix): The General Electrics (GE) –Mc Kinsey Matrix: Choice of Functional Strategy and Policies.

Unit 6: Strategy Implementation

LH 10

Concept of strategy implementation; Operationalization of strategy (objectives, functional planning, development of programs, budgets and procedure) for strategy implementation; Managing conflict; Matching strategy with structure; Restructuring and Reengineering; Linking performance and pay to strategies; Managing resistance to change; Creating a Strategy Support Culture; Strategy Evaluation and Control; Mc Kinsey's 7 S Framework.

Unit 7: Strategy Evaluation and Control

LH 4

Strategy evaluation and control: concept of evaluation and control, Process of Evaluation and Control, Types of strategy control; Characteristics of an effective evaluation and control; Difference between Strategy Evaluation and Control; Guidelines for proper evaluation and control.

Prescribed textbooks:

Arthur, A. Thompson, and A. J. Strickland, III (2004). *Strategic management*. New Delhi: Tata .McGraw-Hill Publishing Company Ltd.

Jaunch, L., Gupta, R. &Gueck, W.(). *Business policy and strategic management*. New Delhi: Frank Bros. and Company Limited.

Kazmi, A. (2010). *Strategic Management and Business Policy*. New Delhi: Tata McGraw EducationPvt. Ltd.

Suggested references:

Aswathappa, K. (2017). *Business environment for strategic management*. Himalaya Publishing House.

David, Fred R. (2011). *Strategic management: concepts and cases, 13th ed.* (13th). New Jersey: Pearson Education Inc.

Johnson, G. & Scholas, K.(). *Exploring corporate strategy*. New Delhi: Prentice Hall of India.

Pearce, J. A. II and Robinson, R. B. Jr. (1996). *Strategic management: Strategy formulation and implementation*. New Delhi: AITBS Publishers and Distributors.

Rao, P. S.(). *Business policy and strategic management*. Mumbai: Himalaya Publishing House

Wheelen, Thomas L. (2017). *Concepts in Strategic Management and business policy: Globalization*.Pearson Education Limited

Investment Analysis and Portfolio Management

Program/ Semester: MBA/ Fourth Semester

Course Title: Investment Analysis and Portfolio Management

Course Code: FIN 644

Credit Hours: 3

Contact Hours: 45

Nature: Concentration (Banking and Finance)

Course Description

This course creates a sound background for investing in securities. It does so by providing basic knowledge of the investment environment, investment alternatives, and the markets for securities. It lays the foundation for investing by dealing with the portfolio theory and assets pricing models. The course also covers the valuation of securities and analysis of the economy, industry and company. Each unit of the course will deal with relevant examples drawn from domestic as well as international markets. These inputs provide students with an understanding of the concept and principles of investment and portfolio management together with the analytical ability required for investment decision making.

Course Objectives

The objective of this course is to provide the students with knowledge of principles and theories of investment and develop analytical skills for appraisal of securities for investment. It enables students to analyze markets and securities for optimal allocation of investible funds.

Learning Outcomes

On completion of the course, students are expected to be able to:

- scan the investment environment
- understand how securities are traded and securities markets operate
- form optimal portfolios of risky and risk-free assets
- understand assets pricing models and apply them to predict assets prices
- analyse bonds and stocks for investing
- analyse the economy and the industry for investment
- analyse the financial statements of the company

Course Details

Unit 1: The Investment Environment

LH 4

Types of investment; investment process; financial markets and the economy; recent trends in investment; ethical issues in investing; and investment environment in Nepal.

Unit 2: Financial Market and Trading of Securities

LH 7

Market and Instruments: the money market and capital market; equities securities; Stock and bond market indexes; Issue and trading of securities; Markets for trading securities—trading on exchanges, trading on the OTC market; Trading costs; Buying on margin; Short sales; Regulation of securities markets; Recent developments of securities transactions in Nepal: online and automation, cost of trading, taxes on capital gains and dividends.

Unit 3: Portfolio Management

LH 7

Recap of portfolio return and risk; Risk and risk aversion; Capital allocation across risky and risk-free portfolios; Portfolios of one risky and a risk-free asset; Capital market line; Portfolio of two risky assets; Optimal risky portfolios; Diversification and portfolio risk; Markowitz portfolio selection model.

Unit 4: Assets Pricing Models and Market Efficiency

LH 7

The Capital Assets Pricing Model (CAPM): concept and assumptions of CAPM; Risk premium of the market portfolio; Expected return on individual securities; Securities market line; CAPM and the investment industry; Arbitrage Pricing Theory (APT): single factor and multifactor models; Arbitrage and the CAPM; Market Efficiency: random walk and the efficient market hypothesis; implications of the efficient market hypothesis for investment policy and event studies.

Unit 5: Macroeconomic, Industry and Company Analysis

LH 6

The global economy, the domestic macro-economy, demand and supply shocks, government policy, business cycles and industry analysis; Company analysis: major financial statements, measuring firm performance, profitability measures, ratio analysis, economic value added, comparability problems; Value investing: the Graham technique.

Unit 6: Bond Pricing and Equity Valuation

LH 10

Interest rate as a determinant of the price of financial securities; Term structure of interest rates; Measuring the forward rates; Bond pricing; Bond yields; Default risk and bond pricing; Interest rate risk and convexity; Duration: the concept of duration, measuring duration; Bond duration and price volatility; Concept of immunization; Bond management strategies; Common stock valuation: valuation by comparable, intrinsic value versus market price, dividend-discount models, price-earnings ratio, free cash flow valuation approaches, the aggregate stock market.

Unit 7: Mutual Fund and Performance Evaluation

LH 5

Types of investment companies; Organization and functioning of mutual funds; net assets value, holding period return, load fees and service charges and other considerations while investing in mutual funds; measuring the performance of mutual funds; Mutual funds in Nepal.

Prescribed text books:

Bodie, Z., Kane, A., Alan, M. J. & Mohanty, P. *Investments (12th ed)*. New Delhi: Tata McGraw Hill.

Gitman, L. J., Joehnk, M. D., & Smart, S. B. *Fundamentals of investing*. New Delhi: Pearson Education.

Suggested reference:

Alexander, G. J., Sharpe, W. F. & Jeffery V. B. *Fundamentals of investments*. Delhi: Pearson Education.

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



Commercial Bank Management

Program/Semester: MBA/Fourth Semester

Course Title: Commercial Bank Management

Course Code: FIN 645

Credit Hours: 3

Lecture Hours: 45

Nature: Concentration Area: Banking and Finance

Course Description

This course constitutes of introduction on banking, the bank regulatory environment, evaluating bank performance, liquidity management, bank capital management, liabilities management, bank lending: policies and procedures, assets and liabilities management and special topics in banking.

Course Objectives

The main objective of this course is to introduce concepts, theories and practices in commercial banking. It focuses on types, functions, organization, regulations and management of commercial banks.

Learning Outcomes

The successful completion of this course shall enable the student to:

- describe the functions and services of banking institutions.
- discuss general regulation of the banking system.
- understand and analyze the financial statements of commercial banks and calculate different types of ratios to evaluate the performance of banks.
- define the basic liquidity problems in commercial banks, estimate banks' liquidity and identify the resources available to meet bank liquidity needs.
- discuss the different capital adequacy of banking institutions from the perspective of both regulators and shareholders.
- describe different types of bank loans, the lending procedures and identify the sources of information for loans.
- describe the concept and techniques of assets-liabilities-management of commercial banks.

Course Contents

Unit 1: Introduction to Banking and Bank Regulation

LH 5

Meaning and types of banks; function of banks; services offered by a bank; Delivering banking products and services through digital channels; assets and liabilities of commercial banks; bank regulatory environment: reasons behind banks regulation, the evolution of Basel regulations (Basel I, II and III) and regulation of banking institutions in Nepal.

Unit 2: Lending Operations of Commercial Banks

LH 7

Types of loans made by banks; steps in the lending process; credit analysis; sources of information; loan review; loan provisioning; rescheduling of loans; analyzing business loans: credit risk assessment and financial statement analysis; pricing of business loans; loan agreement and NRB regulation on business lending.

Unit 3: Liabilities Management

LH 7

Structure of bank liabilities, deposit and non-deposit liabilities, types of deposits offered by commercial banks, deposit pricing techniques, NRB regulations on interest rates and depository services pricing; types and benefits of non-deposit sources; inter-bank borrowing and borrowing from the central bank.

Unit 4: Managing Bank Capital

LH 5

Concept and functions of bank capital; Capital and risk; Types of capital; Measurements of capital according to BASEL III; Capital adequacy; Capital requirement for Nepalese commercial banks as per NRB regulations.

Unit 5: Managing Liquidity and Reserves

LH 5

Need of liquidity management; demand for liquidity; supply of liquidity; estimating liquidity needs: Sources and uses of funds approach, The structure of fund approach; Liquidity indicator approach; Legal reserves: concept, sources of reserves, reserve requirements and calculation of reserve.

Unit 6: Evaluating Bank Performance

LH 8

Financial statements as a foundation of performance evaluation: balance sheet, income statement, cash flow statement, statement of retained earnings and off-balance sheet items; A framework for evaluating bank performance: internal and external performance; analyzing bank performance with financial ratios: profit ratios and risk ratios.

Unit 7: Assets/Liabilities Management

LH 8

Concept of asset/liability management; Asset-liability management strategy; Security pricing principles; Maturity period and securities prices; Two sides of interest rate risk; Using duration to hedge against interest rate risk; The bank immunization case; Funding gap; Relative gap ratio and interest rate sensitive ratio, Funding gap and equity immunization.

Prescribed textbooks:

Gup, Benton E, & Kolari, James W. Commercial Banking: The Management of Risk, Third Edition, Wiley & Sons (Asia) Pte. Ltd., Singapore
Rose, Peter S. Commercial Bank Management, McGraw- Hill Irwin.

Suggested References:

BAFIA, ALPA, NRB Directives on Payment Systems, Basel-related BCBS publications etc.
Narasaiah, M. Lakshmi. Commercial Banks and agricultural finance. New Delhi: Sonali Publications, 2009.

Social Marketing

Program/Semester: MBA/Fourth Semester

Course Title: Social Marketing

Course Code: MKT 645

Credit Hours: 3

Lecture Hours: 45

Nature: Concentration

Course Description

This course is designed to provide fundamental knowledge of social marketing concepts and the utility of social marketing in resolving social issues. This course examines several social marketing topics that professional marketers should be familiar with. Social marketing, social issues, changed behaviour, theories and models used, marketing mix for social marketing, social campaign and recent trends and application of social marketing.

Course Objective

This course aims to build students' skills in analyzing, evaluating, releasing, and creating social marketing campaigns. It helps to understand social marketing, theories and models in social marketing, Strategic Planning formulation in Social Marketing, social marketing mix, and emerging trends in social marketing.

Learning Outcomes

After completing this course, students should be able to:

- Explain the foundational concepts and theories of social marketing.
- Analyze social issues and identify opportunities for using marketing principles to create positive behavior change.
- Segment the market and develop, implement/manage, and evaluate social marketing programs.
- Develop effective social marketing strategies and campaigns.
- Develop persuasive communication strategies to encourage behavior change.
- Describe the social marketing mix and its use to change target customers' behaviour.
- Apply the business research methods in analyzing the contemporary issues of social marketing.

Course Contents

Unit 1: Introduction to Social Marketing

LH 7

Definition, Origin of social marketing, Characteristics of social marketing, principles of social marketing; Approaches of Social Marketing; Social Marketing Benchmark Criteria (SMBC); Application of Social Marketing; Social Marketing Streams (*Upstream, Downstream, Midstream*); Social Marketing and Related Activities(*Not-for-profit Marketing, Cause-related Marketing, Pro-social Marketing, Societal Marketing, Corporate Philanthropy*); Social Marketing Vs. Commercial Marketing; Social changing: meaning, characteristics, components and the essence of social changing; Social change tools; Emerging Social Issues.

Unit 2: Theories and Models in Social Marketing

LH 10

Introduction: Five Forces Models in Behavioural Change; Health Belief Model; Protection Motivation Theory; Theory of Trying; Theory of Interpersonal Behavior; Diffusion Theory; Social Cognitive Theory; Transtheoretical Model of Behavior Change; Technology Acceptance Model for Behavior Change.

Unit 3: Strategic Planning in Social Marketing

LH 8

Social Market Segmentation; Meaning, Criteria, Variables(Traditional Variables, Variables Used to Segment to Social Markets), Evaluate Segments and Select a Priority Segment;

Social Marketing Planning: Concept, Process and Factors Considered in Formulation of Strategy Planning; Formation of Social Campaign Planning

Unit 4: Social Marketing Mix

LH 10

Social Marketing Mix: Meaning, Elements of Social Marketing Mix(8ps); (Product in Social Marketing, Components of The Social Product, Designing Social Offer; Importance of Social Price, Dimensions of Social Price; Place in Social Marketing, Distribution of Social Products, The Structure of Disseminated Channel of a Product; Disseminators of Social Ideas, Role of Social Advertising, Public Relations, Social Media) Campaigns of Social Marketing. Role of Social Marketing Campaign

Unit 5: Researches in Social Marketing

LH 4

Need and importance of research in social marketing, stages of research, quantities and qualitative research in social marketing, use of mixed methods in social marketing research.

Unit 6: Emerging Trends in Social Marketing

LH 6

Emerging Trends: Brief Overview of Digitalization and Technology-driven Social Marketing; Sustainable Social Marketing; Community-Based Social Marketing; Social Marketing in Nepal: Social Marketing Practices in Education; Sanitation; Healthcare(*Organ Donation, Blood Donation, Family Planning*); Dowry Eradication; Natural Disasters and Environment Protection in Nepal, Global Opportunities and Challenges of Social Marketing.

Basic books:

Kotler, P., Roberto, N., & Lee, N. (2008). *Social Marketing – Influencing Behaviors for Good*.
Lee, R. N., & Kotler, P. (2019). *Social Marketing: Behavior Change for Social Change*.

Reference books:

Alan, R. (2012). *Social marketing in the 21st Century*. Sage Publication, 2012.
Alves, H., Galan-Ladero, M. M., & Rivera, R. G. (2021). Theoretical Background: Social Marketing and Quality of Life. <https://doi.org/10.1007/978-3-030-83286-5-1>.
Basil, D. Z., Diaz-Meneses, G., & Basil, M. D. (2019). Correction to: Social Marketing in Action. https://doi.org/10.1007/978-3-030-13020-6_30.
Bhattacharyya, J., Kumar Dash, M., Hewege, C. R., Balaji, M. S., & Marc, L. W. (2022). *Social and Sustainability Marketing*. *Social and Sustainability Marketing*.
Rundle-Thiele, Timo Dietrich Sharyn Kubacki, K. (2017). *Segmentation in Social Marketing: Process, Methods and Application*. <https://doi.org/10.1007/978-981-10-1835-0>.

Service Marketing

Program/Semester: MBA/Fourth Semester

Course Title: Service Marketing

Course Code: MKT 644

Credit Hours: 3

Lecture Hours: 45

Nature: Concentration (Marketing)

Course Description

This course is designed to improve the student's basic knowledge in the service marketing field. In this course, students will learn about fundamental theories and concepts of service marketing, which will enhance their understanding of service marketing.

Course Objective

This course aims to build students' skills in analyzing, evaluating, releasing, and creating service product marketing in a competitive business environment. It helps to understand service products, customer expectations and perceptions, service quality, service delivery failure, service recovery, customer relationship, service marketing mix, and emerging trends in service marketing.

Learning Outcomes

After completing this course, students should be able to:

- understanding the concept, models of service marketing, and service blueprint.
- access the expectations, perceptions, and satisfaction of customers in service marketing.
- understanding the service quality, service encounter, service failure, and service recovery in the competitive market.
- analysing the buying behaviour and maintaining the customer relationship in service marketing.
- able to identify the proper elements of the service marketing mix.
- achievement of knowledge about the current issues and challenges in service marketing.

Course details

Unit 1: Introduction

LH 8

Service: meaning and nature of service products, product vs service; **Services marketing:** concept, nature, importance, and development of services marketing; **Models in services marketing:** molecular model, servuction model, industrial management model, market-focused management model; Service marketing triangle: external, internal and interactive marketing; **Service Blueprinting:** meaning, benefits and components (customer action, 'onstage' contact employee actions, 'backstage' contact actions, invisible support actions), types (one-sided, and two-sided blueprint), steps in designing a service blueprint.

Unit-2: Customers' Expectations, Perceptions and Satisfaction

LH 4

Customer expectation: concept, levels, factors influencing customer expectations of service, zone of tolerance; **Customer perception:** concept, areas, and factors influencing customer perceptions; **Customer satisfaction:** meaning and definition of customer satisfaction, determinants and outcome of customer satisfaction.

Unit 3: Service Quality and Encounter Management

LH 10

Service quality: meaning, service quality models (gap model, service triangle management model, service triangle marketing model, SERVQUAL model), service quality issues (product-based, user-based, manufacturing-based, value-based); **Service encounter:** concept, characteristics, importance, and types (remote encounters, phone encounters, and face-to-face encounters); **Service failure:** meaning, and types of service failures. **Service recovery:** concept of service recovery, service recovery strategies (track and anticipate, solve problems

in quick time, adequate training to front line employees).

Unit 4: Buyer Behaviour and Relationship Marketing

LH 4

Understanding buyer behaviour and relationship marketing, benefits of relationship marketing, customer relationship development strategies; concept and benefits of customer retention; three-stage model of service consumptions: pre-purchase stage, service encounter stage, post-encounter stage; customer value building approaches: building block of satisfaction, building block for customer service, building block process.

Unit 5: Service Marketing Mix

LH 15

Concept and components of the service marketing mix (7Ps); **Service product:** meaning of new service product, new service product development process, service product life cycle (incubation, introduction, growth, maturity, decline and postmortem), life-cycle strategies for service products in different stages; **Service pricing:** concept of service pricing, objectives of service Pricing (profit, sales, status-quo and society oriented objectives), pricing approaches (cost-based, competitor-based, and demand-based pricing), service pricing strategies (price skimming, satisfaction-based, relationship, and efficiency-based pricing); **Service promotion:** meaning of service promotion, elements of promotion mix (advertising, public relations, sales promotion, personal selling, word of mouth, and direct marketing), strategies for selecting the promotion mix, social ethics in service promotion; **Service distribution:** Concept and nature of distribution for service products, distribution strategies (intensive, selective and exclusive), role of internet in the global distribution system, role of employees in service delivery.

Unit 6: Emerging Trends in Service Marketing

LH 4

Emerging trends: an overview of digitalization and technology-driven services, social media and online service management, sustainable service marketing; **Emerging service sectors in Nepal:** an overview of healthcare, transportation, construction, banking, insurance, tourism, and information-technology service marketing practices in Nepal, opportunities and challenges of service marketing in Nepal.

Prescribed textbooks:

Lovelock, C., Wrtz, J. & Chatterjee, J. (2011). *Service Marketing: People, technology, strategy*. Pearson

Apte, G. (2011). *Service marketing*. Oxford University Press.

Suggested references:

Zeithamal, V. A., Bitner, M. J., Gremler, D. D. & Pandit, A. (2008). *Services Marketing: Integrating customer focus across the firm*. New Delhi: Tata McGraw Hill.

Bhattacharjee, C. (2009). *Services Marketing*. New Delhi: Excel Books.

Strategic Brand Management

Program/Semester: MBA/Fourth Semester

Course Title: Strategic Brand Management

Course Code: MKT 644

Credit Hours: 3

Lecture Hours: 45

Nature: Concentration (Marketing)

Course Description

This course presents a cohesive framework for brand management that delineates the unique role of brands as a means of creating market value. Topics covered include brand building and positioning, brand image and brand equity, brand leveraging, brand valuation and building online brands.

Course Objective

Strategic brand management is the process of building, measuring, and managing brand equity. This course aims to provide students with the conceptual understanding of what strategic brand management is and why it is so important in the contemporary business world. Upon completion of this course, students are expected to have adequate knowledge and technical skills to perform successfully as a brand manager.

Learning Outcomes

After completing this course, students should be able to:

- Identify the key decisions that a brand manager needs to make and key brand management processes.
- Define customer-based brand equity and outline the sources and outcomes of customer-based brand equity.
- Define the key components of brand architecture and outline the guidelines for developing a good brand portfolio.
- Describe the key strategies of Leveraging brands and Brand extensions.
- Apply brand valuation methods in the buying and selling of brands.
- Use online and social media to build brands.

Course details

Unit 1: Introduction to Brand and Brand Management

LH 8

Brand: Meaning and evolution of brands, types of brand names and brand name associations, functions of brand to consumer, role of brand, advantages of brand, product vs brand; Branding: meaning, creation of brands through goods, services, people, organisation, retail stores, places, online, entertainment and ideas; Concept of brand management; Strategic brand management: Concept and process of strategic brand management; Brand attribute management and architecture.

Unit 2: Brand Building and Positioning

LH 7

Building a strong brand; Method and implications; Brand positioning: Basic concepts; Alternatives; Risks; Brands and consumers; Strategies for positioning the brand for competitive advantage; Points of parity; Points of difference; Buying decision perspectives on consumer behaviour.

Unit 3: Brand Image and Brand Equity

LH 6

Brand image; Meaning and dimensions; Brand associations and image; Brand identity: perspectives, levels, and prisms; Managing brand image: stages, functional, symbolic and experiential brands; Brand equity: concept, sources of equity and brand equity models; Brand

audits; Brand loyalty.

Unit 4: Brand Leveraging

LH 6

Leveraging brands; Brand extensions, extendibility, merits and demerits; Line extensions and line trap; Co-branding and licensing brands; Reinforcing and revitalization of brands: Need and methods; Brand architecture: product, line, range, umbrella and source endorsed brands.

Unit 5: Brand Marketing Programs

LH 7

Product strategy; Perceived quality and relationship marketing; Customer-brand relationships; Brand pricing strategy; Value-based pricing; Channel strategy and brand; Role of advertising in brand-building; Integrated Communication Mix for brand building.

Unit 6: Brand Management Strategies

LH 7

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

Unit 7: Building Online Brands

LH 4

Integrated marketing communication; New media environment; Building and managing online brands; Marketing communication options; Using social media to build brands; E-commerce and brands.

Prescribed textbooks:

Keller, K.L. and Swaminathan, V. (2023). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. Global Edition, Pearson.

Varma, Harsh. (2008). *Brand management*. Excell Books, New Delhi.

Suggested references:

Keller, K.L. (2008), *Best Practice Cases in Branding: Lessons from the World's Strongest Brands*. Prentice Hall Higher Education.

Sengupta, S. (2005). *Brand Positioning: Strategies for Competitive Advantage*. Tata McGraw-Hill Publishing Company

Accounting Information System

Program/Semester: MBA/Fourth Semester

Course Title: Accounting Information System

Course Code: ACC 644

Credit Hours: 3

Lecture Hours: 45

Nature: Concentration (Accounting)

Course Objectives

The objectives of this course are to provide students with extensive knowledge of Accounting Information System (AIS) and make them able to apply the understanding through the use of an accounting system in the business process.

Course Description

This course aims to provide exposure on the accounting information system focusing on identifying the information needs to the decision makers and developing appropriate business process control in the design of accounting information systems. It further emphasizes on applying REA Data Model in the control process. It covers the conceptual foundation of accounting information system, data analytics, control and audit of accounting information system, accounting information system applications and the system development process.

Learning Outcomes

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

- The basic activities performed in the major business cycles
- What data are needed to plan, evaluate and control the business activities
- How to design an AIS to provide the information to make right decisions
- The fundamental concepts of database technology & data modelling effect on an AIS

Course Contents

Unit 1: Conceptual Foundation of Accounting Information System **LH 7**

Introduction to accounting information systems; Information needs; Transaction processing; The data processing cycle; Enterprise resource planning systems; Systems documentation techniques: Data flow diagram, flow charts, business process diagram

Unit 2: Data Analytics **LH 4**

Introduction; Database system; Relational databases; Data analytics in accounting; Transforming data; Data analysis and presentation

Unit 3: Control and Audit of Accounting Information System (AIS) **LH 18**

Introduction; AIS threats and fraud; Preventing and detecting frauds and abuse; Computer fraud and abuse techniques: Computer attacks and abuse, social engineering, malware; Control and AIS: Control concepts and frameworks; internal environment; Objective setting and event identification, risk assessment and response; Control activities; Information, communication & monitoring; Controls for information security: Concepts, targeted attacks; Preventive controls; Detective control; Corrective controls; Confidentiality and privacy controls; Processing integrity and availability controls; Auditing computer-based information systems

Unit 4: Accounting Information Systems Applications **LH 5**

Introduction; The revenue cycle: Sales to cash collections; The expenditure cycle: Purchasing to cash disbursements; The production cycle; The human resources management and payroll

cycle; General ledger and reporting system

Unit 5: The Resource, Events and Agents (REA) Data Model

LH 6

Introduction to REA model; Developing an REA diagram; Integrating REA diagrams across cycles; Rules for combining REA diagrams; Implementing an REA model in a relational database; Using REA diagrams to retrieve information from a database

Unit 6: The System Development Process

LH 5

Introduction; Systems analysis; AIS development strategies; Systems design, Implementation and operation

Prescribed textbook:

Romney, M. B. & Steinbart, P. J. (2015). *Accounting Information Systems*. 13th Ed. Delhi: Pearson.

Suggested reference:

Savage, A.A., Brannock, D. & Foksinska, A. (2022). *Accounting Information Systems: Connecting Careers, Systems, and Analytics*. Wiley.



Advanced Management Accounting

Program/Semester: MBA/Fourth Semester

Course Title: Advanced Management Accounting

Course Code: ACC 645

Credit Hours: 3

Lecture Hours: 45

Nature: Concentration (Accounting)

Course Description

This course is designed to focus on the identification and application of advanced management accounting techniques for decision-making in a specific area. This course also enables the students to identify the deviation during performance measurement of cost centers, revenue and profit centers for taking remedial action of the management.

Course Objectives

The objective of this course is to provide the students with an in-depth knowledge of management accounting, to enable them to (i) apply management accounting techniques for analyzing the information, and presenting it to management for decision-making and control purposes, and (ii) formulate strategic plans for achieving efficiency and effectiveness in the operation of business.

Learning Outcomes:

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

- obtain detailed knowledge on the area of modern concepts of management accounting.
- comprehend the purpose of forecasting, planning and budgeting.
- identify steps in budget preparation and get acquainted with the different types of budgets.
- comprehend capital investment decisions and calculate npv and irr and discounted payback period.
- prioritize projects that are mutually exclusive, of unequal lives and subject to capital rationing.
- apply the throughput and backflush accounting and environmental costing for better decision-making.
- forecast cash flow based on financial statements.
- apply the tools of management accounting in managing and controlling accounts receivables and payables.

Contents

Unit 1: Introduction to Management Accounting **LH 5**

Meaning and importance of Management Accounting- tools of Management Accounting (descriptive, analytical, diagnostic, and predictive); skills required for management accountants- strategic role of management accountants- functions of management accountants.

Unit 2: Developments in the Business Environment **LH 8**

The impact of changing environment on management accounting; total quality management (TQM); activity-based costing, activity-based management and activity-based budgeting; target costing, life cycle costing, value chain analysis, cost control and cost reduction, computer-aided manufacturing, just in time (JIT), manufacturing resources planning (MRP I & II), synchronous manufacturing, business process re-engineering, theory of constraints.

Unit 3: Forecasting and Budgeting Techniques **LH 12**

Budgeting: need of budgets, framework for budgeting, steps in budget preparation, interpretation of master budget for manufacturing and non-manufacturing concerns,

monitoring procedures, fix and flexible budgets, preparation of projected profit and loss account and balance sheet.

Unit 4: Project Appraisal Methods

LH 6

Capital investment decisions: the process of investment decision making, payback method, post audit, discounted cash flow (DCF) techniques of investment appraisal: discounted payback, the net present value method, the internal rate of return method, NPV and IRR comparison.

Additional aspects of investment decision-making: mutually exclusive projects with unequal lives, asset replacement, project abandonment, capital rationing, sensitivity analysis, probability analysis and long-term decisions.

Unit 5: Modern Costing Techniques

LH 4

Concept of Throughput and Backflush Accounting; the theory of constraints (TOC), Throughput Accounting, Environmental costing: the importance of environmental costs, environmental footprints, types of cost, environmental cost accounting.

Unit 6: Managing Short-Term Finance

LH 6

Cash flow forecasts: cash flows and profit, purpose of cash forecasts, cash budgets in receipts and payments format, cleared funds cash forecasts, cash forecasts based on financial statements.

Cash management: need for cash management, budgeting for borrowings, overdrafts, loans, trade payables as a source of finance, export finance, cash surpluses, cash investments: concept of bank and building society accounts, marketable securities: prices and interest rates, other types of investment.

Unit 7: Receivables & Payables Management

LH 4

Concept of credit control, total credit, the credit cycle, payments terms and settlement discounts, maintaining information on receivables, collecting debts, credit insurance, factoring and invoice discounting, managing payables.

Prescribed textbooks:

Atkinson, A. A., & Kaplan, R. S. (2005). *Advanced Management Accounting* (3rd ed.). Prentice Hall of India, New Delhi.

Lal, J. (2003). *Advanced Management Accounting* (1st ed.). New Delhi: Pearson Education Pvt. Ltd.

Suggested references:

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.

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

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



Performance Management

Program/Semester: MBA/Fourth Semester

Course Title: Performance and Reward Management

Course Code: HRM 644

Credit Hours: 3

Lecture Hours: 45

Nature: Concentration (Human Resource Management)

Course Description

This course includes an overview of performance management, performance management and strategic planning, measurement approach, measuring results and behaviors, performance information, implementing a performance management system and employee development for performance management.

Course Objectives

This course is designed to promote and understand issues related to performance, compensation and reward systems in the corporate sector and impart skills in designing, analyzing and restructuring compensation systems through the formulation of appropriate policies and strategies. The objective of the course is to make the students understand the critical dimensions of performance management systems and reward management.

This course is designed to promote and understand issues related to performance management systems in the corporate sector and impart skills in designing appropriate policies and strategies for the effective implementation of performance management systems.

Learning Outcomes

The successful completion of this course shall enable the student to:

- explain the concept of the performance management system and prepare a business case for implementing a well-designed performance management system.
- understand that performance management is an ongoing process that includes the interrelated components of prerequisites, performance planning, performance execution, performance assessment and performance review.
- understand how a strategic plan determines various choices regarding performance management system design and explain why consideration of strategic issues is a building block for creating support for a performance management system.
- describe the crucial steps that must be taken before the performance management system is launched, including implementing a communication plan, an appeals process, training programs for raters, and pilot testing.
- describe the importance and benefits of including a developmental plan as part of the performance management system.

Course Contents

Unit I: Introduction to Performance Management

LH 8

Definition of Performance Management; Characteristic of an ideal Performance Management system; Philosophy underlying performance management; Performance management Process; Performance planning; Performance execution; Performance assessment; Performance review; Performance Management System (PMS): concept, objectives and functions; Characteristics of effective PMS; Performance management and strategic planning; Process of linking performance management to the strategic plan, building support.

Unit 2: Performance Management and Strategic Planning

LH 6

Purposes of strategic planning; Process of linking performance management to the strategic plan: Strategic planning, developing strategic plans at the unit level, job descriptions and individual and team performance; Building support.

Unit 3: Defining Performance and Choosing a Measurement Approach **LH 6**

Defining performance; Determinants of performance: implications for addressing performance problems and factors influencing determinants of performance, performance dimensions; Approaches to measuring performance: behavior approach, results approach and trait approach

Unit 4: Measuring Results and Behaviors **LH 6**

Measuring results: determining accountabilities, determining objectives and determining performance standards; Measuring behaviors: comparative systems and absolute systems

Unit 5: Performance Information **LH 6**

Appraisal forms, characteristics of appraisal forms, determining overall rating, appraisal period and number of meetings, providers of performance information, a model of rater motivation and preventing rating distortion through rater training programs

Unit 6: Implementing a Performance Management System **LH 8**

Preparation: communication, appeals process, training programs, and pilot testing; Communication plan; appeals process; Training programs for the acquisition of required skills: rater error training, frame of reference training, behavioral observation training and self-leadership training; Pilot testing; Ongoing monitoring and evaluation.

Unit 7: Performance Management and Employee Development **LH 5**

Personal developmental plans; Direct supervisor's role; 360-degree feedback systems: concept, advantages, risks of implementing 360-degree feedback systems.

Prescribed textbooks:

Aguinis, H.(2013). *Performance Management*, Pearson Publication

Gomez-Mejia, L., Balkin, D. and Cardy, R. (2016). *Managing Human Resources*. Prentice Hall.

Suggested References:

Chadha, P. (2008). *Performance Management*. New Delhi: Macmillan India Ltd.

Rao, N.S. (2017). *Compensation System and Performance Management*. New Delhi: Himalaya Publishing House.

Rao, T.V. (2017). *Performance Management: Toward Organizational Excellence*. New Delhi: Sage Publishers.

Robert, L. C. (2011). *Performance Management Concepts Skills and Exercises*, New York: M.E.Sharpe Publications.

Conflict Management and Negotiations

Program/Semester: MBA/Fourth Semester

Course Title: Conflict Management and Negotiation

Course Code: HRM 645

Credit Hours: 3

Lecture Hours: 45

Nature: Concentration (Human Resource Management)

Course Description

Conflict management involves resolving situations where the interests of two or more parties differ. Negotiation is the art and science of securing an agreement between two or more independent parties. This course will involve developing a repertoire of skills and techniques for conflict management and negotiation to develop a systematic and positive approach to negotiating with multiple stakeholders.

Course Objectives

The purpose of this course is to understand and use the theory and processes of conflict management and negotiation as they are practiced in a variety of settings. The course is designed to be relevant to the broad spectrum of conflict and negotiation problems that are faced by managers and professionals.

Learning Outcomes

The successful completion of this course shall enable the student to:

- Describe the concept and components of conflict and apply these concepts in managing conflict situations
- Explain the approaches of conflict management
- Gain a broad understanding of techniques to resolve team conflict and strategies to resolve organizational conflict.
- Experience the negotiation process, and through reflection, learn to evaluate the costs and benefits of alternative actions and how to manage the negotiation process.

Course Contents

Unit I: Introduction

LH 6

Concept, components and types of conflict; Models of conflict: Process and Structural Models; Functional and dysfunctional conflict; Levels and sources of conflict: intrapersonal, interpersonal, group and organizational.

Unit 2: Conflict Management Design

LH 4

Nature of conflict Management, contingency approach, conflict management process, the conflict domain, conflict trends, conflict distribution, conflict mapping and tracking.

Unit 3: Managing Conflict

LH 10

Managing interpersonal conflict: Conflict resolution approach, behavioral style and conflict handling, the CosierSchank model of conflict resolution, collaboration and conflict resolution, one to one dispute resolution; Managing team and organization conflict: techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humor and conflict resolution, negotiation as a tool for conflict resolution.

Unit 4: Conflict Resolution

LH 4

Conflict resolution models; Classical ideas; New developments in conflict resolution: Environmental conflict resolution; Gender conflict resolution; Assessing the cost of workplace conflict.

Unit 5: Negotiations and Negotiation Strategies

LH 12

Concept of negotiation; Major negotiation styles (avoidance, competitive, compromising and collaborative); Preparing negotiations: goal setting, identifying best alternative to a negotiated

agreement and zone of possible agreement, assessing the barriers of successful collaboration, designing a negotiation plan and creating negotiation team; Negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in the negotiation process, the psychological advantage of negotiations and techniques of negotiation; Concept of negotiation strategies, strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning; Finding and using negotiation power, sources of power, Ethics in negotiation.

Unit 6: Third-Party Participation and Other Legal Provision Relating to Negotiations LH 8

Circumstances of engaging third party in managing negotiations; Approaches of engaging third party: formal intervention (arbitration, mediation and process consultation) and informal intervention; Legal provisions related to negotiation in Nepal: Labor law, Trade union act, Bonus act, Contract act and Mediation act.

Prescribed textbooks:

Corvette, B.R., (2006). *Conflict management: A practical guide to developing negotiation strategies*. Pearson.

Rahim, M. Afzalur. (2001). *Managing conflict in organizations*. Quorum Books, 88 Post Road West, Westport.

Suggested References:

Roger Fisher, William Ury, and Bruce Patton (2011). *Getting to Yes: Negotiating agreement without giving in*, Penguin Books.

Roy J. Lewicki, Bruce Barry and David M. Saunders (2015). *Negotiation: readings, exercises and cases*, McGraw-Hill Irwin.

Business Plan for New Venture Development - Seminar

Program/Semester: MBA/Fourth Semester

Course Title: Business Plan for New Venture Development - Seminar

Course Code: ENT 642

Credit Hour: 1

Nature: Core

Course Objectives

This seminar intends to help students learn to develop the major components of a comprehensive and effective business plan for new venture development by using a step-by-step process. The seminar will also help students explore their business concepts and then build the framework for a successful venture.

Course Description

This seminar is designed to discuss and practically learn the skills of preparing effective business plans for new business development. The major business plan seminars will, therefore, be tied together in a concise and user-friendly format. The seminars will be designed to educate students on business foundations, marketing, operations and financial planning. Each segment builds on lessons learned in the previous seminars. Students will be encouraged to work on their plan as they progress through the seminar. Each seminar will allow the participant to capture their thoughts in a downloadable business plan outline that will form the basis or the final plan.

The seminar will begin with a discussion of business concepts and models and learning of research techniques and follow the development of a strategic marketing plan. Presentation of the basic market planning components is followed by a discussion of the operational and logistical aspects of the business. Finally, students will be challenged to think hard about the financial requirements of getting the business running. To help students improve as business plan developers, each student will receive feedback from fellow students and the instructor.

Learning Outcomes

After the completion of this seminar, students should be able to:

- Grasp the significance of preparing concise and user-friendly business plans.
- Practically develop the business model of proposed venture.
- Design and draw the business model of proposed venture.
- Carry out market research and develop marketing plan for new venture.
- Develop operational and financial requirement strategies for proposed new venture.
- Demonstrate the ability to prepare effective business plans for new venture development.
- Effectively organize seminars and present papers on topics of their choice on seminars.

Course Contents

The seminar focuses on the following key components of a comprehensive and user-friendly business development based on the existing literature, their relevance and applications in practice:

- Overview of entrepreneurial business plan and its key elements for new business development
- Business concept
- Business model
- Marketing research, marketing plans and strategies for new business
- Management and operations of new business
- Financial requirement analysis and forecasting
- Marketing, technical and financial feasibility analysis
- Presentation of a comprehensive business plan

Required Textbooks and Materials

Taxation and Tax Planning in Nepal - Workshop

Program/Semester: MBA/Fourth Semester

Course Title: Taxation and Tax Planning - Workshop

Course Code: ENT 642

Credit Hour: 1

Nature: Core

Course Objectives

The main objective of this course is to provide students with knowledge of the principles and practices of tax laws, different types of taxes, and the scope of tax planning in Nepal.

Course Contents

After participation in the workshop, students should be able to:

- Understand basic concepts and classification of taxes,
- Understand income tax laws and practices in Nepal,
- Describe tax players; natural person and entity, residential and non-residential, single and couple,
- Calculate tax deduction at source (TDS), advance tax assessment, excess tax, and outstanding tax,
- Use permanent account number (PAN and E-PAN),
- Explain tax exemptions, concessions, deduction, tax rates, tax credit and set off loss,
- Double tax avoidable agreement (DTAA), foreign tax credit,
- Assess income tax for income from business, income from employment and income from other sources,
- Describe the concepts of value added tax (VAT), custom duty and excise duty,
- Scope of Tax Planning in Nepal.

Seminar in Banking and Finance

Program/Semester: MBA/Fourth Semester

Course Title: Seminar in Banking and Finance

Course Code: FIN 648

Credit Hours: 3

Nature: Concentration (Marketing)

Course Objectives

The objective of this course is to expose the students to recent developments in banking and finance literature and to give the students practical experience by conducting a finance research project in the context of Nepal.

Course Description

This course provides the students with an opportunity to understand the research in banking and finance mainly in the field of banking, financial analysis, risk and return, working capital management, cost of capital, capital budgeting, financial structure, dividend policy and capital markets.

Course Contents

The course should deal with the presentation of scholarly articles published in nationally and internationally renowned journals on the following issues or topics where each issue or topic will be explored in relation to existing literature, its relevance in the Nepalese context, and the likely impact on current business practices in Nepal.

- Commercial banking
- Financial analysis
- Cost of capital and capital investment decisions
- Risk and return
- Microfinance institutions: performance analysis
- Loan delinquency and financial performance
- Credit assessment
- Electronic payment system
- Capital structure and the financial performance
- Corporate governance and the firm's financial performance
- Dividend policy and sustainability of BFIs
- Securitization and asset-backed lending practices
- Working capital management
- Credit and liquidity risk management
- Retail banking services
- Any other prescribed topics

Required Textbooks and Materials

The textbook and other instructional materials will be determined by the instructor to insure that current and relevant concepts, theories and practices are present.

Seminar in Human Resource Management

Program/Semester: *MBA/Fourth Semester*

Course Title: *Seminar in Human Resource Management*

Course Code: *HRM 648*

Credit Hours: *3*

Nature: *Concentration (HRM)*

Course Objectives

This course is designed to discuss emerging HRM concepts and issues in the context of complex, dynamic, and changing business world. The aim of the course is to undertake a critical study of selected concepts, trends, practices and recent developments in HRM. The course will enable students to consider the complexity of these issues, explore the available literature and apply concepts to the Nepalese business context.

Course Description

This course will equip students with a framework for understanding and analyzing the nature of HRM functions. Major topics will include the paradigm shifts in HRM concepts and practices like changing role of HRM managers, diversity, structure and benchmarking issues, organizational change, employee commitment and empowerment, work-life balance, performance management, labour relations, staff development, knowledge management, and organizational learning.

Learning Outcomes

Students who successfully complete this paper will be able to:

- Describe how the field of HRM of business is changing including the roles of managers in business and industry;
- Explain and critically discuss theoretical paradigms in human resource management;
- Explain the latest developments and contributions of HRM theories, research and practices;
- Demonstrate the value of emerging HRM concepts and their implications for contemporary business practices in Nepal;
- Apply knowledge of management ideas to analyze organizational and HRM issues in Nepal.

Course Contents

The class discussions may use the topics below as a general guide when selecting the issues of most interest. These are generalities only - not hard requirements. Each issue or topic will be explored in relation to existing literature, its relevance and practices in the Nepalese context.

This comprehensive seminar course delivers a contemporary view of HRM and will educate students and give them an opportunity to practice their skills in a variety of conceptual and practical issues, including but not limited to:

- Changing perspectives in HRM
- Employee empowerment
- Diversity management
- Work-life balance
- Benchmarking and outsourcing
- Employee motivation and performance management
- Innovation and organizational change
- Knowledge management
- Reward and compensation management
- Employee development and career progression
- Organizational learning
- Relationship management
- Smart work and best practice
- HRM practices and labour relations in Nepal
- Any other prescribed topics

Methods of Teaching and Learning

This is an interactive, not a lecture course. The course is delivered through a few 'traditional' lectures and mostly through interactive group discussions and feedback sessions on submitted student work.

A substantial amount of time is devoted to student presentations on assigned research articles. The major learning activity is an individual theme papers conducted on any management topic approved by the instructor.

Reading Materials

Reading, review and instructional materials will be determined by the instructor to insure that current and relevant concepts, theories and practices are present. Journal articles assigned for reading and review will be discussed in the class. Students should therefore be sure to have a copy of these articles. They can get the copies of these articles from the office.

Seminar in Marketing

Program/Semester: MBA/Fourth Semester

Course Title: Seminar in Marketing

Course Code: MKT 648

Credit Hours: 3

Nature: Concentration (Marketing)

Course Objectives

The main objective of this seminar course is to acclimatize students with recent developments in the area of marketing that include but not limited to theoretical advances, the development of new tools and analytical approaches, research methodologies, research in various contextual perspectives and research interests and trends of marketing experts. This will enable students to be better acquainted with the science and art of marketing to enable them to better analyze and design strategies to gain success in the competitive market.

Course Description

The course introduces the recent developments in marketing in the areas of market and marketing, consumer and institutional buying behavior, products and services marketing, segmenting and positioning, marketing mix and management, marketing communications, channel management and retailing, relational and relationship marketing, Business to Business (B2B) marketing and Not-for-profit marketing. Additionally, it includes contemporary development in marketing practices like issues of sustainability and ethics and modernism and post-modernism in the area of marketing. The course should intensively use reviewing of articles of research published in international journals.

Learning Outcomes

At the end of the course, students will be able to:

- Understand the concepts, theory, analytical tools and practices in totality and in a holistic manner including recent developments and focus
- Understand the responsiveness to marketing and develop and evaluate marketing strategies
- Choose and develop appropriate marketing mix and management strategies to generate desired effect in the market relating to market and product characteristics
- Understand the ongoing theoretical debate and research interests in the area of marketing
- Measure the effectiveness of marketing efforts and strategies and monitor them.

Course Contents

- Market and marketing
- Consumer and institutional buying behavior
- Products and services marketing
- Segmenting and positioning
- Marketing mix and management
- Branding and brand management
- Marketing communications
- Channel management and retailing
- Relational and relationship marketing
- Business to Business (B2B) marketing
- Not-for-profit marketing
- Modernism and post-modernism in marketing
- Sustainability and ethical issues in marketing
- Contemporary marketing practices
- Any other prescribed topics

Required Textbooks and Materials

The textbook and other instructional materials will be decided by the course instructor to ensure that current and relevant concepts, theories and practices are present.