

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

**MBA First Semester Syllabus**  
**(Revised - 2026)**



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**Far Western University**  
**Faculty of Management**  
**Master of Business Administration (MBA) Program**  
**Semester-wise Course Cycle (Revised on 2026)**

<b>Course Code and Name of Courses</b>	<b>Credits</b>
COM 503: Business Communication	2
COM 504: Communication in the Digital Age- Practicum	1
MGT 505: Management Fundamentals	2
MGT 506: Business Ethics, Governance and CSR - Seminar	1
STT 507: Business Statistics and Data Analysis	3
STT 508: SPSS and Spreadsheet Modeling - Lab Work	1
ECO 509: Economics for Business Analysis	3
MGT 510: Organizational Behaviour and Work Dynamics	3
<b>Total</b>	<b>16</b>

**Far Western University**  
**Faculty of Management**  
**Syllabus: MBA First Semester**

<b>Course Title:</b> Business Communication	<b>Program:</b> MBA
<b>Course Code:</b> COM 503	<b>Level:</b> Graduate
<b>Credits hours:</b> 2	<b>Semester:</b> First
<b>Lecturer hours:</b> 32	<b>Year:</b> First

### Objective of the Course

This course aims to prepare learners to navigate complex organizational communication challenges by developing sophisticated problem-solving abilities and critical thinking skills needed to design communication strategies that support organizational goals and stakeholder relationships.

### Course Description

This course has been designed to develop essential communication skills and competencies, and analytical thinking skills required for business leadership. The course introduces the nature, scope, and importance of communication in management and focuses on the business writing process, workplace communication, and the preparation of professional reports and proposals. This course also deals with professionalism, teamwork, and presentation skills to enable students to communicate ideas clearly and participate effectively in meetings and organizational communication activities.

### Learning Outcomes

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

- describe the fundamental nature, scope, and importance of managerial communication and identify common communication barriers in organizations.
- apply effective listening, nonverbal, and intercultural communication skills in professional and workplace contexts.
- design effective workplace communication such as emails, memos, letters, and persuasive business messages.
- prepare appropriate business reports, proposals, and analytical documents using appropriate research and documentation techniques.
- prepare and apply business presentations using appropriate visual and multimedia tools.

### Course Contents

#### Unit I: Introduction to Managerial Communication

**LH 5**

- Nature and Scope of Managerial Communication
- Mastering the Tools for Success in the Twenty-First Century Workplace
- Developing and Learning Listening and Nonverbal Communication Skills
- Recognizing How culture Affects Communication and Building Intercultural Workplace Skills
- Communication Barriers and Overcoming Strategies

#### Unit 2: The Business Writing Process

**LH 7**

- Understanding the Communication Process
- Using the 3-x-3 Writing Process as a Guide
- Analyzing and Anticipating the Audience
- Developing Additional Expert Writing Techniques
- Drafting Workplace Messages

- Organizing and Composing the First Draft
- Revising the Message by Making it Clear and Readable

### **Unit 3: Workplace Communication**

**LH 5**

- Preparing Routing Messages: E-mails, Memos, and Letters
- Communicating and Managing Negative Message/News Effectively
- Planning, Writing, and Crafting Persuasive Messages in the Organization

### **Unit 4: Business Reports: Informal Reports, Proposals, and Formal Reports**

**LH 8**

- Report Formats and Headings
- Defining the Purpose and Gathering Data
- Writing Short Information Reports
- Preparing Short Analytical Reports
- Preparing Business Proposals
- Writing and Editing Formal Business Reports
- Conducting Primary and Secondary Research
- Documenting and Citing Sources in Business Reports

### **Unit 5: Professionalism, Teamwork, Meetings, and Speaking Skills**

**LH 7**

- Developing Professionalism and Business Etiquette
- Adding Value to Professional Teams
- Preparing Effective Business Presentations
- Understanding Contemporary Visual Aids
- Preparing Multimedia Presentations
- Polishing Delivery and Following Up

### **Required Readings**

Guffey, M.E., & Loewy, D. (Recent edition). *Essentials of Business Communication*. Cengage Learning.

### **Additional Readings**

Argenti, P. A. (Recent edition). *Corporate communication*. McGraw-Hill Education.

Beebe, S. A., & Mottet, T. P. (Recent edition). *Business and professional communication*. Pearson.

Bovée, C. L., & Thill, J. V. (Recent edition). *Business communication today*. Pearson.

Chaffey, D., & Ellis-Chadwick, F. (Recent edition). *Digital marketing*. Pearson.

Hofstede, G., Hofstede, G. J., & Minkov, M. (Recent edition). *Cultures and organizations: Software of the mind*. McGraw-Hill.

Livermore, D. (Recent edition). *Leading with cultural intelligence* (2nd ed.). AMACOM.

Samovar, L. A., et al. (Recent edition). *Communication between cultures*. Cengage Learning.

**Far Western University**  
**Faculty of Management**  
**Syllabus: MBA First Semester**

<b>Course Title:</b> Communication in the Digital Age- Practicum	<b>Program:</b> MBA
<b>Course Code:</b> COM 504	<b>Level:</b> Ggraduate
<b>Credits hours:</b> 1	<b>Semester:</b> First
<b>Lecturer hours:</b> 16 (Practical)	<b>Year:</b> First

### **Objective of the Course**

Communication in the Digital Age Practicum is an integral component of the Business Communication course designed to provide intensive, hands-on application of communication theories and principles through structured exercises, real-world simulations, professional document creation, oral presentations, and collaborative projects. This one-credit practicum emphasizes experiential learning, enabling students to develop practical competencies in written communication, oral presentation, digital media utilization, cross-cultural communication, and strategic communication planning.

### **Learning Outcomes**

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

- compose professional business documents, including reports, proposals, memoranda, emails, and correspondence, demonstrating clarity, conciseness, and audience awareness.
- deliver compelling oral presentations incorporating appropriate rhetorical strategies, visual aids, and persuasive techniques for varied business audiences.
- utilize contemporary digital communication technologies and social media platforms strategically for business communication purposes.
- conduct effective cross-cultural communication in simulated international business scenarios, demonstrating cultural sensitivity and adaptability.

### **Course Contents/Practicum Activities**

#### **Activity 1: Creating Professional Business Documents**

**LH 5**

- Students will create a comprehensive portfolio of professional business documents based on realistic scenarios, demonstrating mastery of business writing principles, including appropriate tone and style, correct formatting, and audience awareness.
- Required Document: Proposal for organizational problem-solving or new initiative (1,000-1,500 words)

#### **Activity 2: Delivering Presentations**

**LH 4**

- Students will deliver three progressively complex presentations throughout the semester, receiving peer and instructor feedback after each presentation.
- Required Presentation: Students will make a presentation for ten minutes, including Q & A session on a business concept, process, or case study explanation in 10-12 slides with an oral presentation based on the bullets in the PowerPoint Presentation.

#### **Activity 3: Developing Digital Communication Campaign**

**LH 4**

- Students will design and develop a multi-platform digital communication campaign for a product, service, social cause, or organizational initiative requiring strategic planning, content creation, and measurement planning.
- Required Documents: Campaign Strategy Document (500-750 words): Situation analysis, objectives, target audience, key messages, channel strategy, timeline, measurement plan.

#### Activity 4: Cross-cultural Business Communication Practice

LH 3

- Students will participate in structured cross-cultural business communication simulations, taking on roles representing different cultural backgrounds and business contexts to develop cultural awareness and intercultural competence.
- Required Activities: Multicultural Team Meeting: Managing virtual team meeting with participants from diverse cultures (30 minutes + 15 minutes debrief) and Cross-Cultural Conflict Resolution: Mediating workplace conflict between individuals from different backgrounds (30 minutes + 15 minutes)

#### Evaluation

- Evaluation of submitted professional business documents 25%
- Evaluation of presentations 25%
- Evaluation of digital communication campaign 25%
- Evaluation of cross-cultural business communication practices 25%

**Academic Integrity:** All work must be original. Plagiarism results in automatic failure and disciplinary action.

**Professional Standards:** All practicum work must demonstrate professional quality in content, format, and presentation. Work not meeting professional standards will be returned for revision with a grade penalty.

**Technology Requirements:** Students must have access to word processing software, presentation software, and internet connectivity for digital components.

#### References

- Argenti, P. A. (Recent edition). Corporate communication. McGraw-Hill Education.
- Bovée, C. L., & Thill, J. V. (Recent edition). Business communication today. Pearson.
- Cardon, P. W. (Recent edition). Business communication: Developing leaders for a networked world. McGraw-Hill Education.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (Recent edition). Cultures and organizations: Software of the mind . McGraw-Hill.
- Munter, M., & Russell, L. (Recent edition). Guide to presentations. Pearson.
- O'Hair, D., Rubenstein, H., & Stewart, R. (Recent edition). A pocket guide to public speaking. Bedford/St. Martin's.
- Rentz, K., Flatley, M., & Lentz, P. (Recent edition). Lesikar's business communication: Connecting in a digital world. McGraw-Hill Education.
- Shwom, B., & Snyder, L. G. (Recent edition). Business communication: Polishing your professional presence . Pearson.

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**Far Western University**  
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**Syllabus: MBA First Semester**

<b>Course Title:</b> Management Fundamentals	<b>Program:</b> MBA
<b>Course Code:</b> MGT 505	<b>Level:</b> Graduate
<b>Credits hours:</b> 2	<b>Semester:</b> First
<b>Lecturer hours:</b> 32	<b>Year:</b> First

### Objective of the Course

This course is a comprehensive introductory course on the management functions and process from a manager's perspective. The course explores the basic concepts, functions and processes of management. It aims to expose the students to emerging managerial perspectives, leadership and quality management issues and decision-making processes. Students thus can explore the emerging concepts and complexities of managerial functions.

### Course Description

This course will equip students with a framework for understanding and analyzing the nature of managerial works and the determining factors of managerial success. Major topics will include management concepts and issues like environmental analysis; structure and design; planning, decision Making and control; leadership and communication; sustainability and diversity management; quality, innovation and employee empowerment.

### Learning Outcomes

*Students after completing this course will be able to:*

- Understand the basic concepts and functions of management;
- Discuss the methods of environmental assessment and the changing nature of environmental complexities;
- Explain the latest developments and contributions of management theory, research and practice;
- Understand the importance of planning, decision-making, leadership and controlling activities of management to achieve organizational objectives;
- Explain and demonstrate the value of emerging concepts of quality management, sustainability and diversity management, and their implications for contemporary business practices;
- Assess the significance of the emerging concepts like knowledge management, organizational learning, and employee empowerment.

### Course Contents

#### Unit I: Management - Overview and Approaches

**LH 5**

An overview of management concepts, approaches, and functions; Management theories in historical perspective; Changing role of managers and their challenges; Emerging concepts, practices and issues in management.

#### Unit II: Environment Scanning

**LH 5**

Concept of organizational environment; Forces in the environment; Environmental scanning and analysis – process and techniques; SWOT analysis; Market and business intelligence system; Five-forces model; An overview of business environment in Nepal.

#### Unit III: Organizational Structure

**LH 5**

Concept of organization; Organizational goals; Types of organizations; Changing perspectives on organization; Principles of organizing; Approaches to organizing; Grouping tasks into jobs; Process of structuring an organization; Types of organizational structure; Emerging concepts in organizing and design.

**Unit IV: Planning, Decision Making and Control****LH 6**

An overview of the planning process; Determining the organization's mission and goals; Formulating and implementing strategies; Concept and nature of decision making; Steps in the decision making process; Group decision making; Concept of control; Input, process and output control; Controlling for learning and changing.

**Unit V: Leadership, Communication and Empowerment****LH 6**

Concept of leadership; Leadership functions and styles; Leadership for team work and problem-solving; Contemporary approaches to leadership; Concept and importance of organizational communication; Communication structure, networks and issues; Concept and dimensions of employee empowerment; Issues in employee empowerment.

**Unit VI: Quality and Innovation Management****LH 5**

Concept of quality; Goals and principles of quality management; Techniques of managing and improving quality; Value creation for customers; Quality management tools; Innovation management – concept and importance; Innovation strategy; Technology and innovation. Fundamental concepts of knowledge management and organizational learning.

**Basic Texts**

Bateman, T. S. and Snell, S. A. (Recent edition). *Management: Competing in the New Era*. New Delhi: McGraw Hill.

Griffin, R. W. (Recent edition). *Management*. New Delhi: Cengage Learning.

Robbins, S. P. and Coulter, M. A. (Recent edition). *Management*. New Delhi: Pearson.

**References**

Chatterji, M. (Recent edition). *Corporate Social Responsibility*. New Delhi: Oxford University Press.

Francis, R. D., and Mishra, M. (Recent edition). *Business Ethics: An Indian Perspective*. New Delhi: Tata McGraw Hill.

James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert. (Recent edition). *Management*, New Delhi: Pearson Education

Koontz, H, & Weihrich, H. (Recent edition). *Essentials of Management: An International Perspective*, New Delhi: Tata McGraw Hills.

Tricker, B. (Recent edition). *Corporate Governance: Principles, Policies and Practices*. New Delhi: Oxford University Press.

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**Far Western University**  
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**Syllabus: MBA First Semester**

<b>Course Title:</b> Business Ethics, Governance and CSR – Seminar	<b>Program:</b> MBA
<b>Course Code:</b> MGT 506	<b>Level:</b> Ggraduate
<b>Credits hours:</b> 1	<b>Semester:</b> First
<b>Lecturer hours:</b> 16 (Practical)	<b>Year:</b> First

### **Module Objectives**

The basic objective of this module is to develop the conceptual foundation and understanding of students, and expose them to the regulatory framework, recent literature and business practices, and identify and evaluate corporate governance, social responsibility and ethical business practices and issues involved in business situations.

### **Learning Outcomes**

This module shall cover models, mechanisms, and emerging issues in governance, corporate social responsibility and ethical business practices. Learning in the class shall primarily happen through discussions amongst the participants and not through 'lecture' by the instructor.

This shall require that the student goes through the assigned readings, prepares report and comes prepared with his/ her analysis for a presentation in the class. What really matters in this seminar course is the quality of participation - in speaking, listening, explaining and critiquing.

The way the module is conceived, there cannot be almost any learning without class participation. Hence in normal circumstances, all students are expected to be present in all the seminar classes.

### **Module Contents and Suggested Topics/Themes for Seminar Paper**

Students may select any one of the following topics for their seminar work:

- Concept and types of corporate social responsibility (CSR)
- Basic elements and approaches to corporate social responsibility
- Corporate citizenship behavior
- Measurement of extra-role behavior of employees
- Family friendly policies
- Methods of promoting F-F policies
- Concepts of business ethics
- issues in business ethics in Nepal
- Core elements of ethical character
- Making ethics work in organizations
- Corporate awareness of society interests
- Social networks and public relations
- Team management
- Cross-cultural management
- Business and society relations
- Impression management
- Crisis and issues management
- Concept and purpose of corporate governance
- Principles of corporate governance
- Internal governance system
- Prerequisites for good corporate governance

- OECD Benchmarks for CG
- Corporate governance mechanisms
- Corporate governance practices in Nepal
- Corporate governance issues in Nepal

### **Evaluation and Grading**

The seminar shall address the various contemporary concept and issues through discussion, selected readings and case analysis.

Students shall examine the current literature, existing practices and issues in the selected theme and prepare a paper to be presented to the general class as approved by the instructor. The focus of the module shall be at the discretion of the instructor.

The student shall work on his/her assignment (project) independently during the whole semester. At the end of the semester, students shall submit the completed project paper for evaluation and make a final presentation.

The seminar paper shall be evaluated as follows:

<b>Component</b>	<b>Weightage</b>
Presentation in regular seminar classes	40%
Evaluation of seminar paper	30%
Final presentation	30%
<b>Total</b>	<b>100%</b>

### **Reading Materials**

Reading, review and instructional materials shall be determined by the instructor to insure that current and relevant concepts, theories and practices are present.

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**Syllabus: MBA First Semester**

<b>Course Title:</b> Business Statistics and Data Analysis	<b>Program:</b> MBA
<b>Course Code:</b> STT 507	<b>Level:</b> Graduate
<b>Credits hours:</b> 3	<b>Semester:</b> First
<b>Lecturer hours:</b> 48	<b>Year:</b> First

### Objective of the Course

The objective of this course is to develop MBA students' ability to manage and analyze business data, understand uncertainty through probability and distributions, draw inferences using sampling and estimation, test business hypotheses, model relationships among variables, and apply statistical forecasting methods for planning and control.

### Course Description

This course introduces students to the principles and applications of business statistics and data analysis for managerial decision-making and deals with statistical data management, probability and probability distribution, sampling and estimation, hypothesis testing, statistical relationship modeling and statistical forecast modeling.

### Learning Outcomes

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

- Explain fundamental statistical concepts and apply appropriate data management techniques in business contexts.
- Use probability theory to analyze risk and uncertainty in managerial decisions.
- Apply sampling methods and estimation techniques to draw valid inferences from data.
- Conduct and interpret hypothesis tests for decision-making.
- Develop statistical relationship models to examine associations among business variables.
- Apply statistical forecasting models to support business planning, and strategic decision-making.

### Course Contents

#### **Unit 1: Introduction to Statistics and Data Management LH 8**

Introduction to statistics; Types of Statistics: descriptive and inferential; Statistics in business, and management; Variable and its type; Types of data: qualitative and quantitative; Classification of data: cross-sectional, time series and pooled; Source of data: primary and secondary; Scale of data: nominal, ordinal, interval and ratio; Organization and visualization of categorical data and numerical data; Exploratory data analysis (EDA); Descriptive measures: central tendency, dispersion and shape.

#### **Unit 2: Probability and Probability Distribution LH 8**

Introduction to probability; Basic terminology in probability; Approaches to probability, Theorems of probability: addition and multiplication; Types of probability: marginal, joint and conditional; Bayes theorem; Random variable and its types: discrete and continuous; Mathematical expectation, expected value of discrete random variable; Discrete probability distributions: Binomial and Poisson distributions; Continuous probability distribution: Normal distribution.

#### **Unit 3: Sampling and Estimation LH 6**

Sampling: Meaning of population and sample; Parameters and statistic; Sampling methods: Probability and non-probability sampling; Sampling distribution; Standard error; Central limit theorem, Estimation; Types of estimates: point and interval; Characteristics of good estimators; Confidence interval: single mean, single proportion, two means two proportions; Determination of sample Size.

**Unit 4: Hypothesis Testing****LH 12**

Introduction to Hypothesis Testing: Procedures of hypothesis testing; algorithm for hypothesis testing; decision-making using traditional and p-value approaches. Parametric tests: Z-test for a single mean and single proportion, and for two means and two proportions; t-test for a single mean, two means, and paired samples; F-test including variance-ratio test, assumptions of the F-test, Analysis of Variance (ANOVA): One way and two-way ANOVA; Non-parametric test statistics: chi-square test for goodness of fit and independence of attributes; Marascuilo procedure; Wilcoxon signed-rank test; Mann–Whitney U test; and Kruskal–Wallis H test.

**Unit 5: Statistical Relationship Modeling****LH 8**

Introduction to statistical relationship modeling: correlation analysis; Simple and multiple regression model, finding multiple regression equation (with 2 independent variables); Measure of variation: Coefficient of multiple determination, standard error of estimate; Assumptions of linear regression and diagnostics of assumptions; testing of coefficients in multiple linear regression model; Multiple regression with dummy variable, Stepwise regression.

**Unit 6: Statistical Forecast Modeling****LH 6**

Introduction to statistical forecasting; Importance and Applications of forecasting; Qualitative forecasting methods: personal opinion, panel consensus, Delphi method, market research, Quantitative forecasting methods: Naïve approach, moving average, exponential smoothing, trend projection methods. Measurements of error in forecasting: MSE, RMSE, MAD and MAPE.

**Prescribed text book**

Gupta, S. C. (Recent edition). *Fundamentals of statistics*. Sultan Chand & Sons, New Delhi.

Levine, D. M., Szabat, K. A., & Stephan, D. F. (Recent edition). *Business statistics: A first course*. Pearson Education.

**Suggested References**

Black, K. (Recent edition). *Business statistics: For contemporary decision making*. Wiley India.

Ghosh, M. (Recent edition). *Business statistics using Excel, SPSS, and R*. Cengage Learning India.

Chand D.B & Joshi, Kabiraj (Recent edition). *Statistics for Management*. Pinnacle Publication, Kathmandu.

Gupta, S. P., Gupta, P. K., & Man, M. (Recent edition). *Business statistics and operations research*. Sultan Chand & Sons, New Delhi.

Groebner, D. F., Shannon, P. W., Fry, P. C., & Smith, K. D. (Recent edition). *Business statistics: A decision-making approach*. Pearson Education, Singapore.

Lind, D. A., Marchal, W. G., & Wathen, S. A. (Recent edition). *Statistical techniques in business and economics*. Tata McGraw-Hill, India.

Panneerselvam, R. (Recent edition). *Business statistics and analytics*. Cengage Learning India.

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**Far Western University**  
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**Syllabus: MBA First Semester**

<b>Course Title:</b> SPSS and Spreadsheet Modeling – Lab Work	<b>Program:</b>	MBA
<b>Course Code:</b> STT 508	<b>Level:</b>	Ggraduate
<b>Credits hours:</b> 1	<b>Semester:</b>	First
<b>Lecturer hours:</b> 16 (Practical)	<b>Year:</b>	First

**Objective of the Course**

The objective of this course is to familiarize students with Excel and SPSS as essential tools for business data analysis and to enable them to apply basic statistical techniques in managerial decision-making. The course aims to develop students’ analytical competence to interpret statistical outputs accurately and present data-driven insights in a clear and meaningful manner for effective business planning and decision-making.

**Course Outcomes**

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

- Organize and clean business data using Excel.
- Descriptive statistical analysis and visualize data in Excel.
- Import, manage, and analyze datasets using SPSS.
- Conduct basic hypothesis testing, correlation and regression analysis in SPSS.
- Interpret and present statistical results for managerial decision-making.

**Course Contents (Lab Sessions)**

**Unit I: Descriptive Analysis in Excel**

**LH 8**

- Excel interface: Ribbons, worksheets, workbooks, Data entry, editing, and importing data (Excel/CSV), Data transformation and recoding variables, Frequency distribution and cross-tabulation
- Graphical presentation: Bar charts, pie charts, histograms, box plots
- Numerical descriptive measures using Excel: Measures of central tendency (mean, median, mode) and measures of dispersion (range, variance, standard deviation), Measures of shape (skewness, kurtosis)

**Unit II: Inferential Analysis in SPSS**

**LH 8**

- SPSS interface: Data View, Variable View, Output View, Defining variables and assigning measurement scales in SPSS
- Inferential Statistics using SPSS: t-test (one-sample, independent, paired), One way analysis of variance, Chi-Square test
- Correlation analysis using Pearson and Spearman coefficients, Scatter diagrams and correlation matrices
- Estimation of simple and multiple regression models in SPSS
- Interpretation of regression coefficients, R<sup>2</sup>, adjusted R<sup>2</sup> and ANOVA results
- Diagnostic analysis of residuals and multicollinearity; Stepwise regression procedures and model selection.

**Evaluation**

The lab work shall be evaluated on the basis of continuous assessment through Excel-based descriptive analysis, SPSS-based inferential analysis, assignments, and practical examination.

Lab Work	Evaluatio components	Marks
Descriptive Analysis in Excel	Lab exercises,assignments and practical test	40%
Inferential Analysis in SPSS	Lab exercises,assignments and practical test	60%

**References**

Aczel, A. D., & Sounderpandian, J. (2020). Complete Business Statistics, 8th Edition, McGraw-Hill Education.

- Chand, D., Joshi, K., & Bajracharya, N. (2025). *Business Statistics Using Excel*, Pinnacle Publication.
- Levine, D., Stephan, D., Krehbiel, T., & Berenson, M. (2021). *Statistics for Managers Using Microsoft Excel*, 9th Edition, Pearson.
- Pallant, J. (2020). *SPSS Survival Manual: A Step by Step Guide to Data Analysis Using IBM SPSS*, 7th Edition, Routledge.
- Winston, W. L. (2018). *Microsoft Excel Data Analysis and Business Modeling*, 6th Edition, Microsoft Press.

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**Syllabus: MBA First Semester**

<b>Course Title:</b> Economics for Business Analysis	<b>Program:</b> MBA
<b>Course Code:</b> ECO 509	<b>Level:</b> Ggraduate
<b>Credits hours:</b> 3	<b>Semester:</b> First
<b>Lecturer hours:</b> 48	<b>Year:</b> First

### Objective of the Course

The objectives of this course are to develop students' understanding of economic reasoning and its relevance to managerial decision-making by explaining the objectives, behavior, and decision-making framework of business firms using the theory of the firm. The course aims to equip students with tools to analyze demand, consumer behavior, and market responsiveness, including the use of demand forecasting techniques for planning, pricing, and production decisions. The course builds analytical skills to evaluate market structures, pricing strategies, and strategic behavior for effective managerial decisions, while assessing the impact of macroeconomic variables, government policies, and regulations on business investment. Finally, it develops the ability to make informed managerial decisions under conditions of risk, uncertainty, and asymmetric information.

### Course Description

This course is designed to strengthen their economic reasoning and analytical tools required for effective business decision-making in a competitive business environment. It integrates microeconomic theory, managerial decision models, market structures, pricing strategies, risk analysis, and public policy considerations to help managers allocate scarce resources efficiently. The course emphasizes the application of economic concepts such as demand analysis, cost structures, production decisions, market behavior, and strategic interaction in real-world business contexts.

### Learning Outcomes

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

- Analyze firm objectives and evaluate alternative theories of firm behavior in managerial decision-making.
- Estimate demand functions and assess the impact of price, income, and cross elasticity on business decisions, and use qualitative and quantitative demand forecasting techniques for planning and strategy formulation.
- Evaluate production functions, cost curves, and economies of scale and scope to improve operational efficiency.
- Determine optimal output and pricing decisions under different market structures, game theory, and strategic analysis to understand competitive and cooperative business behavior.
- Assess the influence of macroeconomic variables, monetary and fiscal policies, and regulation on business performance.
- Distinguish between accounting profit and economic profit in evaluating firm performance, making informed managerial decisions under conditions of risk, uncertainty, and asymmetric information.

### Course Contents:

#### Unit 1: Economic Analysis of Business and Theory of Firms

**LH 6**

- Economics for business analysis- the Managerial economics: Concept, nature and scope of managerial economics; Role of managerial economics in managerial decision making
- Economic models: Concept, assumptions, limitations, and their use in business decision-making

- Theory of the firm: Objectives of business firms- Profit maximization, Sales revenue maximization, Value maximization, Simon's theory of satisficing and bounded rationality, Williamson's model of managerial discretion

*Note: Numerical and illustrative cases will be applied wherever appropriate.*

**Unit 2: Theory of Demand, Consumer Behavior, and Demand Forecasting** **LH 10**

- Demand analysis: Concept, determinants of demand, and demand function
- Elasticity of demand: Concept and types of prices, income and cross elasticity; Relationship between revenue and price elasticity of demand; Use of elasticity of demand in managerial decision making
- Consumer behavior: Utility analysis-cardinal and ordinal approaches; Budget constraint and consumer equilibrium under cardinal utility analysis
- Demand forecasting: Qualitative methods (survey, expert opinion, Delphi technique) and Quantitative methods (trend analysis, regression, time-series approach); Application of demand forecasting in pricing, production, and marketing decisions
- Managerial implications of consumer behavior and demand responsiveness

*Note: Numerical problems and business-oriented cases will be used wherever needed.*

**Unit 3: Theory of Production, Cost, and Revenue Analysis** **LH 9**

- Production function: Concept of production function, Short-run and long-run production functions, Cobb-Douglas production function
- Laws of Production: Law of variable proportions and law of returns to scale
- Input Optimization: Optimal use of one variable inputs; Optimal use of two variable inputs; Economies of scale and economies of scope in multi-product firms
- Cost concepts: Explicit cost, implicit cost, accounting cost, economic cost, opportunity and sunk cost
- Cost functions and cost curves: Short-run and long-run average and marginal cost curves.
- Learning curve: Concept, derivation, and managerial implications
- Producer's equilibrium and profit maximization under cost constraints

*Note: Numerical cases and diagrams will be emphasized*

**Unit 4: Market Structures and Product Strategies** **LH 10**

- Market and market structure: Concept and types market; Features of Perfect competition, Monopolistic competition, Monopoly, Monopsony, Oligopoly
- Price discrimination: Concept and degrees of price discrimination
- Oligopoly market models and pricing: Cartels; price leadership and Kinked demand curve model
- Pricing strategies: Cost-plus pricing, Incremental and marginal cost pricing, Multiple product pricing, Transfer pricing, Peak-load pricing, Skimming pricing, and penetration pricing
- Game theory and strategic behavior: Cooperative and non-cooperative games, Nash equilibrium, Prisoner's dilemma, and business applications

*Note: Numerical illustrations and strategic business cases will be incorporated.*

**Unit 5: Government, Public Policy, and Macroeconomic Environment** **LH 9**

- National income accounting and measurement of economic performance
- Monetary policy and fiscal policy: Objectives and Instruments
- Inflation, deflation, and stagflation: Causes and business implications
- Interest rates and exchange rates: Concept and impact on business investment decisions
- Market failure: Concept and sources; Government response to market failure: Regulation and public policy; Rationale of subsidies and taxation; Competition policy and antitrust regulation
- Business cycles: Concept, phases and impact

*Note: Applied numerical examples and policy-oriented cases will be discussed.*

## Unit 6: Profit, Investment, and Risk Analysis

LH 4

- Profit: Concept, accounting profit vs economic profit
- Investment decisions: Meaning and determinants
- Behavioral aspects of decision-making: Risk vs. uncertainty, expected value and decision-making, managerial choice under uncertainty
- Asymmetric information and uncertainty: Principal-agent problem, adverse selection, moral hazard, and managerial implications of asymmetric information

*Note: Numerical problems and real-world decision scenarios will be used.*

### Text Books

Dwivedi, D. N. (2024). *Managerial Economics* (10th ed.). Vikas Publishing. ISBN 978-9359306629.

Salvatore, D. (2019). *Managerial economics in a global economy* (9th ed.). Oxford University Press.

### References

Keat, P. G. (2006). *Managerial Economics: Economic Tools for Today's Decision Makers, 5/e*. Pearson Education India.

Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). *Managerial economics*. John Wiley & Sons.

Saravanavel, P., & Balakumar, S. (2017). *Economic analysis for business*. Himalaya Publishing House.

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**Far Western University**  
**Faculty of Management**  
**Syllabus: MBA First Semester**

<b>Course Title:</b> Organizational Behaviour and Work Dynamics	<b>Program:</b> MBA
<b>Course Code:</b> MGT 510	<b>Level:</b> Graduate
<b>Credits hours:</b> 3	<b>Semester:</b> First
<b>Lecturer hours:</b> 48	<b>Year:</b> First

### Objective of the Course

The objective of this course is to provide students with a clear understanding of how individuals and groups behave in organizational and work-related settings. It aims to develop the ability to analyze workplace behaviour and apply motivation and leadership theories to improve team effectiveness and overall organizational performance. The course also emphasizes informed decision-making, effective stress management, and the management of organizational change. Furthermore, it helps students understand organizational structure, design, and culture in order to enhance organizational effectiveness and adaptability.

### Course Description

This course provides a comprehensive understanding of organizational behaviour and work dynamics by examining how individuals, groups, and organizational structures influence performance and workplace effectiveness. It explores behavioral science foundations, personality, perception, learning, motivation, leadership, communication, and team processes. The course further emphasizes organizational culture, structure, work dynamics, stress management, and change management in modern organizational settings.

Students will develop analytical and practical insights into workplace behaviour, interpersonal effectiveness, and organizational processes. By integrating theoretical frameworks with real-world applications, the course prepares learners to understand human behaviour in organizations, enhance collaboration, manage change, and promote productive work environments.

### Learning Outcomes

Upon completion of this course, students will be able to:

- Explain core concepts, models, and assumptions of organizational behaviour and work dynamics.
- Analyze how individual differences such as personality, perception, attitudes, and learning affect job performance.
- Apply motivation and leadership theories to improve employee engagement and effectiveness.
- Demonstrate understanding of communication processes and tools that enhance interpersonal effectiveness.
- Evaluate group and team behaviour to foster collaboration and productivity.
- Assess the impact of organizational structure and culture on employee behaviour and organizational performance.
- Identify sources of workplace stress and recommend appropriate management strategies.
- Analyze organizational change processes and propose strategies to manage resistance.
- Integrate behavioral knowledge to improve decision-making, teamwork, and work-life balance in professional settings.

### Contents

#### Unit I: Introduction to Organizational Behaviour and Work Dynamics

**LH 8**

- 1.1 Concept of OB, significance of studying organizational behaviour, Assumption of organizational behaviour
- 1.2 Models of organizational behaviour: autocratic, custodial, supportive, collegial, high-performance
- 1.3 Contributing major behavioral science disciplines to OB, Emerging trend in organizational behaviour.

- 1.4 Work Dynamics: Concept and Components of Work Dynamics (Individual Changes, Interpersonal and Team and Group Dynamics, Communication Pattern and Technology, work processes, organizational environment and relation of work dynamics with Organizational Behavior.

**Unit II: Individual Behaviour, Personality, Perception and Learning** **LH 12**

- 2.1 Importance of individual behaviour in organizations, Determinants of individual behaviour,
- 2.2 Personality: Concept, Factors affecting individual personality, big five-dimension model and Theories (trait theory, social learning theory), Personality and its influence on job performance
- 2.3 Perception: concept, nature, perceptual process, factors influencing individual perception, attribution theory and Perception and its application on the job.
- 2.4 Learning: concept, significance and factors influencing learning, theories of learning approaches (classical conditioning, operating conditioning and social learning theory) and their application in the field of OB
- 2.5 Concept types and component of Attitudes
- 2.6 Types and importance of values, features and types emotions in the workplace

**Unit III: Motivation, Leadership, Interpersonal Relationships and Communication,** **LH 10**

- 3.1 Motivation: concept types process and techniques of motivation motivational theories Maslow's Herzberg victor vroom Stacy Adams
- 3.2 Leadership: concept, styles of leadership: autocratic, democratic, transactional, transformational
- 3.3 Leadership theories (trait behavioral and situational theories)
- 3.4 Concept of communication, process of communication,
- 3.5 Transactional Analysis: Meaning and components (ego states, transactions, life positions, strokes,) benefits of transactional analysis
- 3.6 Johari Window: Role of self-awareness, feedback, interpersonal effectiveness in organizational performance
- 3.7 Communication barriers in organizational contexts and techniques to improve communication

**Unit IV: Groups and Teams** **LH 4**

- 4.1 Groups and Teams: Concept, meaning of group, Stages of Group formation and development, Reasons for joining groups, types of groups.
- 4.2 Group roles and norms, group cohesiveness, groupthink, and group shift
- 4.3 Concept and classification Team building an effective team, Difference between Group and Team, Team performance and collaboration

**Unit V: Organizational Structure and Culture** **LH 6**

- 5.1 Concept and Foundation of organizational structure
- 5.2 Organizational design for effectiveness
- 5.3 Meaning types of organizational culture impact of culture on employee's performance strategies for managing and strengthen culture concept and factors influencing organization climate
- 5.4 Role of structure and culture in shaping work dynamics

**Unit VI: Work Dynamics and Change Management** **LH 8**

- 6.2 Work dynamics: individual, group, and team interactions
- 6.3 Concept Sources consequences and management of workplace stress
- 6.4 Organizational change: types of organization change, resistance to change, sources of individual and organization resistance to change, and strategies to overcome resistance to change
- 6.5 Kurt Lewin's three step model
- 6.6 Work-life balance and its impact on individual and organizational performance.

### **Basic Textbooks**

Khanka, S.S. (2008). *Organizational behavior*. S. Chand & Company Pvt. Ltd. New Delhi.

Luthans, F. (latest edition) *Organizational Behavior: An Evidence Based Approach—* Focuses on real research and application of OB concepts.

Robbins, S. P., & Judge, T. A. (2023). *Organizational behavior* (19th ed.). Pearson Education.

### **References**

Birdie, A. K., & Jain, M. (latest edition). *Organizational Behaviour and Virtual Work: Concepts and Analytical Approaches*. Publisher.

Capuma, M. (2020). *Work Dynamics and Power Relations: The Case of a Teacher Training School in Angola*. Our Knowledge Publishing.

McShane, S. L. & Glinow, M. A. (latest edition). *Organizational Behavior: Emerging Knowledge*. Global Reality — Integrates global cases and current research.

K, U., & H G, C. (2021). *Behavioural Dynamics at the Workplace: A Guide to Introspect, Practice and Transform*. Routledge.

Kinicki, A. & Fugate, M. (latest edition) *Organizational Behavior: A Practical, Problem Solving Approach —* Emphasizes practical application and case analyses.

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