

**Far Western University**  
**Faculty of Management**  
**Bachelor of Business Administration (BBA) Program**

**Syllabus: BBA Fifth Semester**  
*(Effective from the admission batch of 2023 and onward)*



HRM 351: Human Resource Management	3 Credit
FIN 352: Essentials of Financial Management - II	3 Credit
BIT 353: Essentials of Data Science for Business	3 Credit
ENT 354: Fundamentals of Entrepreneurship	3 Credit
ACC 355: Cost and Management Accounting	3 Credit
PRT 356: Seminar in Business Plan Development	1 Credit



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# Far Western University

## Faculty of Management

### Syllabus: BBA Fifth Semester

<b>Course Title:</b> Human Resource Management	<b>Level:</b> Undergraduate
<b>Course Code:</b> FIN 352	<b>Program:</b> BBA
<b>Credits hours:</b> 3	<b>Year:</b> Third
<b>Lecturer hours:</b> 48	<b>Semester:</b> V

#### Course Description

This course provides a comprehensive understanding of Human Resource Management (HRM) in contemporary organizations by integrating theoretical foundations with practical applications. It examines the evolving strategic role of HR in managing people, processes, and technology within dynamic organizational environments. The course covers human resource planning, workforce analytics, recruitment and selection, training and development, performance management, compensation systems, and employee relations.

#### Course Objectives

The course aims to develop a strong conceptual foundation in Human Resource Management and its strategic role in organizations by equipping students with the skills to plan and manage workforce requirements using analytics and modern HR tools, enhance their understanding of recruitment, selection, training, and development practices, strengthen knowledge of performance management and compensation systems, familiarize them with digital HR systems, ethical and legal frameworks, and build competence in managing labor relations, workplace conflicts, and employee wellbeing, thereby preparing students to apply HR principles in making effective, fair, and data-driven organizational decisions.

#### Learning Outcomes

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

- Explain key HRM concepts, models, and functions.
- Analyze internal and external HR environments, incorporating legal, ethical, and technological considerations.
- Apply workforce planning tools, job analysis, and job design principles to support organizational goals.
- Evaluate recruitment, selection, onboarding, and diversity practices to promote fairness and inclusivity.
- Design and assess training, development, career planning, and succession strategies to enhance employee performance.
- Analyze performance management and compensation systems using contemporary evaluation methods.
- Interpret labor relations frameworks, workplace ethics, and employee wellbeing practices within Nepalese Labour law.

#### Course Contents

##### Unit I: Conceptual Foundations of Human Resource Management

*LH 12*

- 1.1 Concept, characteristics, and importance of Human Resource Management in modern organization
- 1.2 Evolution of Human Resource Management (Employee welfare, labour management, personal management, Human Resource Management, Strategic Human Resource Management Approach)
- 1.3 Human Resource Management functions: Managerial, operative and advisory functions
- 1.4 Human Resource Management Models: Harvard Model (Soft Approach of HRM), Michigan Model (Hard Approach), Guest Model, and Warwick Model

- 1.6 Contemporary context of HRM: HRM in global and digital era (Global workforce management, cross cultural HRM, e-HRM and digital HRM system), ethical and legal context of HRM (Equal employment opportunity, workplace ethics, employees' rights and responsibilities), Emerging HR challenges and changing role of HR professionals
- 1.7 Human Resource Management practice in Nepalese context

**Unit II: Human Resource Planning (HRP), Job Analysis and Job Design** *LH 7*

- 2.1 Human Resource Planning (HRP): Concept, importance and process of HRP; Concept and techniques of forecasting of human resource demand and supply; Human Resource Information System (HRIS); Human resource inventory
- 2.2 Job analysis: Concept, objectives and uses of job analysis, job analysis process, outcomes of job analysis (job descriptions and job specifications)
- 2.3 Job Design: Concept, objectives, importance and techniques of job design (job rotation, job enrichment, job enlargement, self-managed team, flexible job design, human centric job design, technology-based job design)

**Unit III: Talent Acquisition and Socialization** *LH 5*

- 3.1 Recruitment: Concept, process and sources of recruitment, e-recruitment
- 3.2 Selection: Concept, process, types of selection tests and methods of interviews
- 3.3 Orientation, placement and socialization process

**Unit IV: Training, Development and Career Management** *LH 8*

- 4.1 Training: Concept and importance of training
- 4.2 Training Need Analysis (TNA) at individual and organizational levels
- 4.3 Training Methods: On-the-job, off-the-job, and e-learning/virtual training
- 4.4 Methods and criteria of evaluating training effectiveness.
- 4.5 Management Development: Concept, objectives and methods of management development
- 4.6 Career Planning: Concept and objectives of career planning; stages of career development; employees counselling; employees' empowerment; employees mentoring; succession planning

**Unit V: Motivation, Performance Appraisal, and Compensation Management** *LH 8*

- 5.1 Motivation: Concept, need, and theoretical perspectives (expectancy theory and ERG theory)
- 5.2 Performance appraisal: Concept, objectives, and factors affecting performance appraisal
- 5.3 Performance evaluation: Concept and methods (absolute standard, relative standard and comprehensive method)
- 5.4 Methods for enhancing employee performance
- 5.5 Compensation: Concept, objectives and components of compensation, methods of compensation, factors affecting compensation and issues of compensation in Nepal
- 5.6 Job evaluation: Concept, objective and methods of job evaluation

**Unit VI: Labour Relations and Workplace Ethics** *LH 8*

- 6.1 Concept and actors of labour relations
- 6.2 Unionism: Concept and characteristics of union, reasons for joining union, trade union issues in Nepal
- 6.3 Collective bargaining in Nepal: Concept of collective bargaining, collective bargaining process
- 6.4 Government regulation of Labour Relation in Nepal (Features and Provision of Labour Act)
- 6.5 Employee grievance: Sources of employee grievance, grievance handling procedures
- 6.6 Employees discipline: Concept and types of employee's discipline, and disciplinary actions
- 6.7 Employee wellbeing: Concept, objectives and importance of employee wellbeing
- 6.8 Workplace ethics: Ethical values, moral standards and ethical issues in the workplace

### Basic Text Books

Dessler, G. (2020). *Human resource management* (17th ed.). Pearson.

Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (19th ed.). Pearson.

### Reference Books

Adhikari, D. R. (Recent edition). *Human resource management*. Asmita Publication.

Agrawal, G. R. (Recent edition). *Human resource management in Nepal*. M.K. Publishers and Distributors.

Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice: A guide to the theory and practice of people management* (16th ed.). Kogan Page.

Bratton, J., Gold, J., Bratton, A., & Steele, L. (2020). *Human resource management: A critical approach*. Bloomsbury Publishing.

Mahapatro, B. B. (Recent edition). *Human resource management*. New Age International (P) Limited.



**Far Western University**  
**Faculty of Management**  
**Syllabus: BBA Fifth Semester**

<b>Course Title:</b> Essentials of Financial Management – II	<b>Level:</b> Undergraduate
<b>Course Code:</b> FIN 352	<b>Program:</b> BBA
<b>Credits hours:</b> 3	<b>Year:</b> Third
<b>Lecturer hours:</b> 48	<b>Semester:</b> V

**Course Description**

This course provides comprehensive knowledge of financial management with a primary focus on the financial environment, working capital and current assets management and short-term as well as long-term financing decisions of business firms. This course also introduces lease financing as an alternative source of finance, dividend policy and multinational financial management.

**Course Objectives**

The main objective of this course is to equip students with a clear understanding of the financial environment and financial markets and to develop analytical skills for managing working capital efficiently. By the end of the course, students will be able to analyze financial problems, evaluate financing alternatives, and apply financial management concepts in real business situations.

**Learning Outcomes**

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

- Explain the role of the financial environment and financial markets in business and economic development.
- Apply working capital management concepts, including inventory, cash, and receivables management, in business decision-making.
- Analyze and manage different forms of short-term financing sources.
- Evaluate lease financing as an alternative source of finance and make lease-versus-buy decisions.
- Evaluate various long-term financing sources, with particular emphasis on common stock financing.
- Analyze and apply different dividend payout policies.
- Explain key aspects of multinational financial management.

**Course Content****Unit 1: Financial Environment - Markets, Institutions and Interest Rates****LH 6**

- 1.1 Concept of financial environment
- 1.2 Capital allocation process in the financial system
- 1.3 Financial Markets: Concept, functions and types
- 1.4 Financial Institutions: Concept, types and role of financial institutions in the economy
- 1.5 Interest Rate: Concept of interest rate; Loanable funds theory of interest rate; Determinants of interest rates for individual securities
- 1.6 Financial market and institutions in Nepal

**Unit 2: Working Capital and Current Assets Management****LH 12**

- 2.1 Concept and types of working capital; Concept and importance of working capital management; Working capital policies - investment and financing policies; Working capital cashflow cycle
- 2.2 Inventory Management: Concept and types of inventories; Motives of holding inventory, Objectives of Inventory Management; Inventory control techniques - EOQ model and Re-order level
- 2.3 Cash Management: Concept of cash management; Motives for holding cash and marketable securities; Cash management models - Baumol model and Miller-Orr model

- 2.4 Receivables Management: Concept, nature of receivables and objectives of receivables management; Elements of credit policy variables - Credit standards, Credit terms, Collection policy; Monitoring and control of receivables; Effect of changes in credit policy variables on profitability

**Unit 3: Short-term Financing**

**LH 8**

- 3.1 Concept and nature of short-term sources of financing  
3.2 Types of short-term sources of financing: Unsecured and Secured  
3.3 Determination of Cost: Trade credit, Short-term bank loan financing, Revolving line of credit, Commercial paper, Receivable financing, Inventory financing  
3.4 Factors affecting the choice of short-term sources of financing

**Unit 4: Term Loans and Lease Financing**

**LH 6**

- 4.1 Term loan: Concept; Characteristics of term loan; Loan repayment schedule  
4.2 Lease financing: Concept, merits and demerits of lease financing  
4.3 Forms of lease financing  
4.4 Lease vs. Buy decision using present value of cash flow approach  
4.5 Factors influencing leasing versus owning decision

**Unit 5: Long-Term Financing**

**LH 7**

- 5.1 Concept and sources of long-term financing  
5.2 Common stock financing: Concept and features of common stock; Common stock values; Legal rights and privileges of common stockholders; Nature of voting right; Right offering and effect of rights offering on shareholders wealth; Advantages and disadvantages of common stock financing  
5.3 Debt financing: Concept and nature of long-term debt, types of debt instruments, advantages and disadvantages of long-term debt financing  
5.4 Preferred stock financing: Concept, features and types of preferred stock, advantages and disadvantages of preferred stock financing

**Unit 6: Dividend Policy**

**LH 5**

- 7.1 Concept of dividend and dividend policy  
7.2 Dividend payment procedure  
7.3 Dividend payment policies  
7.4 Stock dividend, stock split and reverse split  
7.5 Repurchase of stock  
7.6 Factors affecting dividend policy

**Unit 7: Multinational Financial Management**

**LH 4**

- 7.1 Concept of multinational corporations  
7.2 Reasons of companies for going global  
7.3 Difference between multinational and domestic financial management  
7.4 Concept of exchange rate, exchange rate quotations and cross exchange rate  
7.5 International money and capital markets, international capital budgeting and international capital structure

**Basic Text Books**

Brigham, E. F., & Houston, J. F. (2020). *Fundamentals of Financial Management*. Cengage Learning.

Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2021). *Fundamentals of Corporate Finance*. McGraw-Hill Education.

**Reference Books**

Brealey, R. A., Myers, S. C., & Allen, F. (2020). *Principles of Corporate Finance*. McGraw-Hill Education.

Van Horne, J. C., & Wachowicz, J. M. (2018). *Fundamentals of Financial Management*. Pearson.

# Far Western University

## Faculty of Management

### Syllabus: BBA Fifth Semester

<b>Course Title:</b> <i>Essentials of Data Science for Business</i>	<b>Level:</b> <i>Undergraduate</i>
<b>Course Code:</b> <i>BIT 353</i>	<b>Program:</b> <i>BBA</i>
<b>Credits hours:</b> <i>3</i>	<b>Year:</b> <i>Third</i>
<b>Lecturer hours:</b> <i>48 (Theory + Practical)</i>	<b>Semester:</b> <i>V</i>

#### Course Description

This course is designed to equip BBA students with essential data science and business analytics knowledge required for effective managerial decision-making in the modern data-driven business environment. The course emphasizes practical business applications of data analytics, visualization, and basic predictive techniques rather than advanced programming or complex mathematics. Students will gain hands-on experience using widely adopted business analytics tools such as MS Excel and introductory exposure to modern visualization and business intelligence tools like Power BI or Tableau. Real-world business datasets and case-based learning are integrated to enhance analytical thinking and decision-making skills.

#### Course Objectives

The objectives of this course are to:

- Introduce fundamental concepts of data science and analytics in a business context
- Develop the ability to analyze, interpret, and present business data effectively
- Apply descriptive and basic predictive analytics for managerial decision-making
- Enhance skills in data visualization and dashboard creation
- Familiarize students with modern business analytics tools and emerging trends
- Promote ethical and responsible use of business data

#### Learning Outcomes

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

- Explain key concepts, terminology, and processes of data science and business analytics
- Identify, collect, and manage various types of business data
- Perform descriptive and basic predictive data analysis using appropriate tools
- Create meaningful visualizations, dashboards, and business reports
- Interpret analytical results to support managerial and strategic decisions
- Understand emerging data analytics technologies and their impact on business

#### Course Contents

##### Unit 1: Introduction to Data Science for Business

**LH 6**

- Concept, scope, and importance of data science in business
- Data, information, and knowledge
- Data-driven decision-making in organizations
- Data science lifecycle
- Data science vs. business analytics
- Role of data science in competitive advantage

##### Unit 2: Business Data and Data Management

**LH 8**

- Types of business data (structured, semi-structured, unstructured)
- Sources of business data (internal and external)
- Data collection methods

- Introduction to databases and data warehouses
- Basics of SQL for business analytics (conceptual overview)
- Data quality issues and data preprocessing concepts
- Data quality dimensions: Accuracy, completeness, consistency, timeliness
- Types of data preprocessing: Data cleaning (missing values, duplicates, outliers – basic), data transformation (normalization, categorization – conceptual), data reduction (aggregation and summarization – conceptual) and data integration (combining data from multiple sources – overview)
- Ethical, legal, and privacy issues in business data

**Unit 3: Descriptive Analytics and Data Visualization**

**LH 10**

- Descriptive statistics for business decision-making (basic level):
- Measures of central tendency: Mean, median, mode
- Measures of dispersion: Range, variance, standard deviation
- Frequency distribution and percentage analysis
- Cross-tabulation and simple comparisons
- Data summarization techniques
- Principles of effective data visualization
- Business charts, graphs, and reports
- Dashboards and management reporting systems

**Unit 4: Predictive Analytics for Business**

**LH 10**

- Introduction to predictive analytics
- Regression and classification concepts (non-mathematical)
- Business forecasting techniques (basic and applied)
- Excel-based forecasting tools
- Use of forecasts in sales, demand, and budgeting
- Sales and demand forecasting
- Customer behavior prediction
- Risk and credit analysis in business

**Unit 5: Data Science Applications in Business**

**LH 8**

- Marketing analytics and customer insights
- Financial analytics and performance analysis
- Operations and supply chain analytics
- Human resource analytics
- E-business and digital analytics
- Social media and web analytics: Conceptual overview

**Unit 6: Emerging Trends and Modern Tools in Business Data Science**

**LH 6**

- Business intelligence and big data concepts
- Artificial intelligence and machine learning applications in business: An overview
- AI-driven decision support systems
- Introduction to modern business analytics tools (Power BI, Tableau, Looker Studio)
- Data-driven organizations and analytics culture
- Ethical use of AI and analytics in business
- Future scope of data science in business management



**Practical Course Contents**

1: Business data understanding and tools orientation	An overview of real-world business datasets (sales, finance, HR, and operations), common data formats (CSV, Excel, and database tables), the analytics tools ecosystem (especially Excel), and the roles of data analysts and DBAs in organizations.
2: Data cleaning and preparation	Handling missing values using mean, median, and deletion methods, removing duplicates and inconsistencies, performing data validation and standardization, preparing raw data for analysis, and importing data from databases and flat files
3: Descriptive data analysis (Excel)	Descriptive statistics for business, including measures of central tendency (mean, median, and mode), measures of dispersion (range, variance, and standard deviation), frequency distribution and cross-tabulation, percentage analysis and trend summaries, and the business interpretation of descriptive statistics.
4: Data visualization and dashboards (Excel)	Effective business visualization using Excel and databases, including creating charts, tables, and KPIs, designing interactive dashboards, and publishing and interpreting dashboards for managerial use.
5: Business Analytics applications and cases	Sales performance analysis, financial ratio and trend analysis, and HR analytics, including attrition and performance evaluation.
6: Forecasting, advanced queries, and data retrieval	Trend analysis and forecasting using Excel, what-if analysis and scenario planning, SQL operations for data retrieval, and an overview of DBA responsibilities (backup and security).

**Basic Text Books**

Provost, F., & Fawcett, T. (2023). *Data science for business: What you need to know about data mining and data-analytic thinking* (2nd ed.). O'Reilly Media.

Sharda, R., Delen, D., & Turban, E. (2024). *Business intelligence, analytics, data science, and AI: A managerial perspective* (5th ed.). Pearson Education.

**References Books**

Carlberg, C. G. (2011). *Business analytics: Data analysis and decision making*. John Wiley & Sons.

Marr, B. (2023). *Data strategy: How to profit from a world of big data, analytics and AI*. Kogan Page.

Thagurathi, R. K., Nepal, S. R., Khadka, B. K., Timalisina, P. K., Bhatt, M. P., & Jnawali, G. *Data analysis & modeling – BBA / BBA-BI / BBA-TT / BCIS*. Advanced Saraswati.

Winston, W. L. (2014). *Microsoft Excel data analysis and business modeling* (4th ed.). Microsoft Press.

**Far Western University**  
**Faculty of Management**  
**Syllabus: BBA Fifth Semester**

<b>Course Title:</b> <i>Fundamentals of Entrepreneurship</i>	<b>Level:</b> Undergraduate
<b>Course Code:</b> ENT 354	<b>Program:</b> BBA
<b>Credits hours:</b> 3	<b>Year:</b> Third
<b>Lecturer hours:</b> 48	<b>Semester:</b> V

**Course Description**

This course provides fundamental exposure to the fundamental concept of entrepreneurship, entrepreneurial mindset, creativity and innovation enabling students to identify business opportunity, conduct feasibility study, create new venture and prepare business plan. This course integrates the legal, ethical, and institutional framework for managing growth, risk, and sustainability.

**Course Objectives**

The objective of this course is to prepares students to initiate new ventures by developing the entrepreneurial, creativity, innovation, and analytical thinking skills of students.

**Learning Outcomes**

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

- Explain fundamental concepts and the economic role of entrepreneurship.
- Describe entrepreneurial mindset by applying creativity, innovation, and design thinking tools to business problems.
- Identify and evaluate business opportunities using systematic environmental scanning and feasibility analysis techniques.
- Develop viable business models and prepare a structured and practical business plan.
- Analyze legal, ethical, and institutional frameworks governing entrepreneurship in Nepal, including startup registration, financing, and intellectual property rights.
- Assess entrepreneurial risks, growth strategies, sustainability issues, and failure management approaches.

**Course Contents****Unit 1: Introduction to Entrepreneurship****LH 6**

- 1.1 Concept and key elements of entrepreneurship
- 1.2 Concept and key characteristics of entrepreneurs
- 1.3 Entrepreneur vs. manager
- 1.4 Types of entrepreneurs and entrepreneurial ventures
- 1.5 Role of entrepreneurship in economic development
- 1.6 Entrepreneurship development in Nepal: Prospects and challenges

**Unit 2: Entrepreneurial Mindset, Creativity and Innovation****LH 5**

- 2.1 Entrepreneurial mindset and characteristics
- 2.2 Creativity and innovation: Concepts and processes
- 2.3 Sources of innovative ideas
- 2.4 Barriers to creativity and innovation
- 2.5 Design thinking and creative problem-solving

**Unit 3: Opportunity Identification, Environmental Scanning and Feasibility Analysis****LH 8**

- 3.1 Opportunity identification: Concept and importance of entrepreneurial opportunities, Opportunity identification process, Sources of business opportunities.

- 3.2 Environmental Scanning: Concept and importance of external environment scanning, Tools of environment analysis (PESTLE analysis, Porter's Five Forces, competitor and market trend analysis)
- 3.3 Idea Generation: Idea generation techniques, Screening and evaluation of business ideas
- 3.4 Feasibility Analysis: Concept and types of feasibility analysis (Market feasibility, technical feasibility, financial feasibility, Organizational feasibility), Risk Assessment, and Preparing a feasibility report

**Unit 4: New Venture Creation and Business Planning**

**LH 10**

- 4.1 Concept and process of new venture creation
- 4.2 Stages in the entrepreneurial venture creation process
- 4.3 Operational procedures of starting a new venture
- 4.4 Business models: Concept, types, and components
- 4.5 Business model innovation and value proposition design
- 4.6 Business plan: Concept, need, components and structure of a business plan
- 4.7 Financial planning: Cost estimation, revenue forecasting, budgeting, and break-even analysis
- 4.8 Sources of startup financing
- 4.9 Risk assessment and contingency planning

**Unit 5: Nepalese Legal, Ethical, and Institutional Framework**

**LH 9**

- Legal forms of business in Nepal
- Business registration and business formation procedures
- Industrial policies and entrepreneurship development policies of Nepal
- Taxation system and tax compliance in Nepal
- Intellectual property rights: patents, trademarks, and copyrights in Nepal
- Labor laws and employment regulations
- Foreign investment and technology transfer regulations
- Ethical practices and issues of entrepreneurship development in Nepal
- Government policies and regulatory institutions for entrepreneurship development
- Entrepreneurship support institutions in Nepal

**Unit 6: Managing Growth and Risk**

**LH 5**

- Concept of Entrepreneurial growth
- Transition from Startup to growth
- Scaling strategies for startups
- Challenges during growth
- Financial strategies to support growth
- Entrepreneurial risk and uncertainty
- Managing failure and business turnaround

**Unit 7: Emerging Trends in Entrepreneurship**

**LH 5**

- Digital entrepreneurship and e-commerce
- Technology-driven startups and innovation ecosystems
- Green entrepreneurship
- Sustainable business practices
- Social entrepreneurship
- Business incubation, and startup support systems
- Artificial intelligence and entrepreneurship

**Basic Text Books**

David H Holt (Recent edition). *Entrepreneurship and new venture formation*, Prentice Hall India

Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (Recent edition). *Entrepreneurship*. McGraw-Hill Education.

**Reference Books**

Blundel and Lockett, (Recent edition). *Exploring Entrepreneurship, Practices and Perspectives*, Oxford Publication Press.

Government of Nepal. *Industrial Policy, Startup Policy, and Entrepreneurship Development Reports*.

Kaniska Bedi, (Recent edition). *Management and Entrepreneurship*, Oxford Publication Press

Kuratko, D. F. (Recent edition). *Entrepreneurship: Theory, Process, Practice*. Cengage Learning.

Scarborough, N. M. (Recent edition). *Essentials of Entrepreneurship and Small Business Management*. Pearson.

Timmons, J. A., & Spinelli, S. (Recent edition). *New Venture Creation*. McGraw-Hill.



# Far Western University

## Faculty of Management

### Syllabus: BBA Fifth Semester

<b>Course Title:</b> <i>Cost and Management Accounting</i>	<b>Level:</b> <i>Undergraduate</i>
<b>Course Code:</b> <i>ACC 355</i>	<b>Program:</b> <i>BBA</i>
<b>Credits hours:</b> <i>3</i>	<b>Year:</b> <i>Third</i>
<b>Lecturer hours:</b> <i>48</i>	<b>Semester:</b> <i>V</i>

#### Course Description

This course provides students with a comprehensive understanding of accounting and cost management concepts essential for effective managerial planning, control, and decision-making. It covers fundamental principles of accounting, cost classification, and cost behavior, along with practical approaches to inventory, labor, and overhead cost management. The course further explores income measurement and reporting, cost-volume-profit analysis, budgeting techniques, and analytical tools for managerial decision-making.

#### Course Objectives

The objective of this course is to develop students' understanding of accounting and cost management principles and their application in managerial planning, control, and decision-making by enabling them to analyze financial and cost information, prepare budgets, evaluate alternatives, and support strategic and operational decisions in business organizations.

#### Learning Outcomes

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

- Explain the fundamental concepts and principles of accounting and cost classification for managerial decisions.
- Apply appropriate techniques for managing inventory and labor costs to enhance operational efficiency.
- Analyze and control overhead costs using suitable costing methods and control systems.
- Measure, recognize, and report income in accordance with accepted accounting principles.
- Apply cost-volume-profit analysis to assess the impact of changes in cost, volume, and price on profitability.
- Apply relevant accounting and cost information to support effective managerial decision-making.
- Prepare budgets as tools for planning, coordination, and performance evaluation.

#### Course Contents

##### UNIT 1: Foundations of Accounting and Cost Concepts

**LH 7**

- 1.1 Financial Accounting: Concept and Limitations
- 1.2 Cost Accounting: Concept, Objectives, Functions, Scope, and Limitations
- 1.3 Management Accounting: Concept, Objectives, Functions, Scope, and Limitations
- 1.4 Relationship among Financial, Cost, and Management Accounting
- 1.5 Management Accounting as a Professional Career
- 1.6 Cost Terminology and Cost Objects
- 1.7 Cost Classification: On the basis of Function, Elements, Cost Centre, Behavior and Managerial Decisions
- 1.8 Cost Segregation and Estimation Techniques; Two Point method and least square method

##### UNIT 2: Inventory and Labor Cost Management

**LH 8**

- 2.1 Inventory Management: Concept and Objectives
- 2.2 Concept and Determining Stock Levels: Reorder level, Maximum stock Level, Minimum Stock Level, Average stock Level
- 2.3 Concept and determining Economic Order Quantity (EOQ)
- 2.4 Inventory Control Systems: ABC Analysis, Just-in-Time (JIT) and Perpetual Inventory System
- 2.5 Concept of labour cost and types of labourer

- 2.6 Systems of Wage Payment: Time Rate, Piece Rate and Incentive Plans (Halsey, Rowan, Taylor and Gantt)
- 2.7 Payroll Accounting and Fraud Prevention
- 2.8 Idle Time and Labor Turnover: Causes, Measurement, and Control
- UNIT 3: Overhead Costing and Control** **LH 5**
- 3.1 Overhead: Definition and Classification
- 3.2 Overhead Accounting Process: Allocation, Apportionment, Re-apportionment (Direct).
- 3.3 Overhead Absorption Rate Methods: Direct Labor Hour, Direct Machine Hour, Direct Material Cost, Direct Labor Cost, Prime Cost
- UNIT 4: Income Recognition, Measurement and Reporting** **LH 5**
- 4.1 Variable Costing: Concept, Importance, Income Statement, Limitations
- 4.2 Absorption Costing: Concept, Importance, Income Statement, Limitations
- 4.3 Reconciliation of Absorption and Variable Costing Profits
- 4.4 Causes of difference in profit under absorption and variable costing
- UNIT 5: Cost-Volume-Profit Analysis** **LH 5**
- 5.1 Introduction and Assumptions of CVP Analysis
- 5.2 Contribution Margin Analysis
- 5.3 Break-Even Analysis: Graphical Method and Formula Method
- 5.4 Margin of Safety Analysis
- 5.5 Target Profit Pricing
- 5.6 Break Even analysis of multi-products Firm
- UNIT 6: Managerial Decision-Making** **LH 7**
- 6.1 Decision-Making Process and Types of Decisions
- 6.2 Evaluation of Short-Term Decisions: Make or Buy, Accept or Reject a Special Order or Offer, Drop or Continue and Sell or Further Processing.
- UNIT 7: Budgeting for Planning** **LH 10**
- 7.1 Budgets and Budgeting: Concepts and Functions
- 7.2 The Budgeting Process
- 7.3 Preparation of Functional Budgets; Sales Budget, Production Budget, Materials Budget, Labour Budget, Overhead Budgets and Cash Budget
- 7.4 Static vs. Flexible Budgets
- 7.5 Role of Flexible Budgets in Managerial Decisions
- 7.6 Preparing a Flexible Budget

**Basic Text Books**

Garrison, R. H., & Noreen, E. W. (Year). *Managerial accounting*. McGraw-Hill.

Hornigren, C. T., Datar, S. M., Rajan, M. V., & Itner, C. (Year). *Cost accounting: A managerial emphasis*. Pearson.

**Reference Books**

Lal, J. (Year). *Cost accounting*. Tata McGraw-Hill.

Lucy, T. (Year). *Cost accounting*. Tata McGraw-Hill.

Lynch, R. M., & Williamson, R. W. (Year). *Accounting for management planning & control*. Tata McGraw-Hill.

Lynch, R. M., & Williamson, R. W. (Year). *Accounting for management*. Tata McGraw-Hill.

Nigam, R. S., Narang, S. P., & Sehagal, B. C. (Year). *Principles and practice of cost accounting*. S. Chand.

**Far Western University**  
**Faculty of Management**  
**Syllabus: BBA Fifth Semester**

<b>Course Title:</b> <i>Seminar in Business Plan Development</i>	<b>Level:</b> Undergraduate
<b>Course Code:</b> <i>PRT 356</i>	<b>Program:</b> BBA
<b>Credits hours:</b> 1	<b>Year:</b> Third
<b>Lecturer hours:</b> 16 (Practical)	<b>Semester:</b> V

**Course Description**

This seminar-based course provides practical exposure in developing a comprehensive business plan. It enables students to apply entrepreneurial concepts, analytical tools, and creative thinking in identifying business opportunities, conducting feasibility analysis, and preparing and presenting a viable business plan. The course emphasizes guided discussions, project work, and presentations, thereby strengthening students' entrepreneurial, analytical, and professional communication skills.

**Course Objective**

The objective of this seminar course is to enable students to transform entrepreneurial ideas into structured, feasible, and presentable business plans. Through guided seminars, mentoring, and presentations, students gain hands-on experience in venture planning, financial forecasting, risk assessment, and professional pitching.

**Course Contents**

<b>Session 1: Idea Generation and Market Research</b>	<b>LH 3</b>
<ul style="list-style-type: none"> <li>▪ Introduction to business plan development</li> <li>▪ Opportunity identification and idea selection</li> <li>▪ Market research &amp; competitor analysis</li> </ul>	
<b>Session 2: Business Model, Operations and Financial Planning</b>	<b>LH 6</b>
<ul style="list-style-type: none"> <li>▪ Business model and value proposition</li> <li>▪ Product/service design</li> <li>▪ Marketing and sales strategy</li> <li>▪ Operational planning</li> <li>▪ Financial planning</li> </ul>	
<b>Session 3: Risk and Sustainability</b>	<b>LH 2</b>
<ul style="list-style-type: none"> <li>▪ Risk analysis</li> <li>▪ Sustainability analysis</li> </ul>	
<b>Session 4: Idea Pitching and Drafting Business Plan</b>	<b>LH 5</b>
<ul style="list-style-type: none"> <li>▪ Idea Pitching</li> <li>▪ Drafting business plan</li> <li>▪ Presentation preparation, mock presentations and feedback</li> <li>▪ Finalizing business plan for submission</li> </ul>	

**Evaluation (100 Marks)****1. Evaluation of Business Plan– 60 Marks**

▪ Business Description	8
▪ Market & Industry Analysis	8
▪ Product/Service & Value Proposition	8
▪ Marketing & Operations Plan	8

- Financial Plan & Feasibility 12
- Risk Analysis & Sustainability 8
- Organization, Logic & Overall Presentation 8

**2. Business Plan Presentation – 40 Marks**

- Clarity & Logical Flow 8
- Use of Visual Aids & Structure 8
- Justification of Plan & Feasibility 8
- Response to Questions & Critical Thinking 8
- Confidence, Professionalism & Teamwork 8

**References**

Kawasaki, G. (2015). *The art of the start 2.0: The time-tested, battle-hardened guide for anyone starting anything*. Portfolio/Penguin.

McGowan, B., & Bowman, A. (2013). *Pitch perfect: How to say it right the first time, every time*. Penguin.

