

**TRIBHUVAN UNIVERSITY**  
*Faculty of Management*



**Bachelor of Business Administration (BBA)**  
**Program and Curriculum**

**Curriculum Development Centre**  
Tribhuvan University  
Kirtipur, Kathmandu  
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# **TRIBHUVAN UNIVERSITY**

## **Faculty of Management**

### **INTRODUCTION TO FACULTY OF MANAGEMENT**

The Faculty of Management (FOM), Tribhuvan University has its ultimate objective of educating students for professional pursuits in business, industry and government. It is further dedicated to contributing to an increase in the knowledge and understanding of business and public administration. FOM aims to develop a networking with management institutes in the country and abroad to exchange new knowledge, technology, and methods of achieving higher level efficiency in management of business and public entities. It also aims to continuously innovate and promote cost-effective, socially relevant, modern technology based educational programs in Nepal.

The FOM offers instructions leading to Bachelor of Business Studies (BBS), Bachelor of Travel and Tourism Management (BTTM), Bachelor of Hotel Management (BHM), Bachelor of Information Management (BIM), Bachelor of Business Administration (BBA), Post Graduate Diploma in Police Sciences (PGDPS), Master of Business Studies (MBS), Master of Public Administration (MPA), Master of Travel and Tourism Management (MTTM), and Master of Hospitality Management (MHM). The FOM also offers Master of Philosophy in Management (M Phil) and doctoral program in management leading to a Degree of Doctor of Philosophy (Ph D).

### **FOM's GOALS**

- Prepare professional managers capable of handling business in a dynamic global environment.
- Produce socially responsible and creative entrepreneurs capable of promoting business and industry for the socio-economic development of Nepal.
- Conduct research and management development programs for updating the knowledge and skill base of academics and practicing managers.
- Innovate and promote management programs catering to the various social and economic sectors of Nepal.

- Establish linkages with leading universities and management institutes abroad and collaborate with them in program development and implementation.

### **BBA PROGRAM'S MISSION AND OBJECTIVES**

The mission of FOM's Bachelor of Business Administration (BBA) Program is to develop socially responsive, creative, and result oriented management professionals to fill up the middle level managerial positions in the rapidly growing business sector in Nepal and abroad.

#### **Specific objectives of the BBA program**

- Prepare students to take-up middle level managerial positions in the business sector.
- Develop students' skill in object-oriented business management capable of understanding and solving practical business problems creatively.
- Provide professional management education with a blend of computer and management information system courses.
- Prepare students to proceed onto postgraduate level study in business administration.

### **ELIGIBILITY CONDITION FOR ADMISSION**

The candidate applying for admission to the BBA program must have

- successfully completed a twelve-year schooling or its equivalent from any university, board or institution recognized by Tribhuvan University,
- secured at least second division in the 10+2, PCL or equivalent program; and
- complied with all the application procedure.

### **ADMISSION CRITERIA**

#### **Written Test**

Eligible applicants are required to appear in the entrance test commonly known as Central Management Admission Test (CMAT) conducted by the Faculty of Management. The test will follow the international testing pattern and standards. It includes the areas like:

- Verbal ability
- Quantitative ability
- Logical reasoning
- General awareness

There shall be altogether one hundred (100) objective questions in the CMAT containing twenty five (25) questions in each section with a total weight of 100 marks. Student must secure a minimum of 40% in the CMAT in order to qualify for the interview.

#### **Interview**

Applicants securing above cut off point marks in the CMAT will be short-listed. Only short listed candidates will be interviewed and selected for admission.

#### **TEACHING PEDAGOGY**

The general teaching pedagogy includes class lectures, group discussions, case studies, guest lectures, role play, research work, project work (individual and group), assignments (theoretical and practical), and term papers. The teaching faculty will determine the choice of teaching pedagogy as per the need of the course.

The concerned faculty shall develop a detailed course outline and work plan at the beginning of each semester and also recommend the basic text and other reference materials for effective teaching-learning of the course modules.

#### **INTERNSHIP**

In the final semester, students shall be attached to organizations where they have to work for a period of eight weeks. Each student shall prepare an individual project report in the prescribed format based on his / her work in the respective organization assigned to him / her. Evaluation of the internship shall be based on the confidential report by the organization, project report and presentation of the report. The report must be submitted by the end of the eighth semester. Students must secure a minimum grade of "C" in the internship. The internship carries a weight equivalent to 6 credit hours.

## **EXAMINATION, EVALUATION AND GRADING SYSTEM**

The BBA program will be executed through the semester system. The regular program shall be completed in eight semesters. The internal (ongoing) evaluation and the external (end of semester) examination shall carry 40 percent and 60 percent weightage respectively. The semester examinations shall be conducted by FOM. The final grade of the student shall be determined on the overall performance in the internal and external examinations.

### **Passing Grade and Grading System**

The final evaluation of students is done through the examination conducted by Tribhuvan University. Students must secure a minimum of grade 'C' or Grade Point Average (GPA) of 2.0 in the internal evaluation in order to qualify to appear in the semester examination. In order to pass the semester examination the student must secure a minimum of grade 'C' or the Cumulative Grade Point Average (CGPA) of 2.00. The grading system shall be as follows:

<b>Letter Grade</b>	<b>Cumulative Grade Point Average (CGPA)</b>	<b>Divisions/Remarks</b>
<b>A</b>	<b>3.50 to 4.00</b>	<b>First Division with Distinction</b>
<b>B</b>	<b>2.50 to 3.49</b>	<b>First Division</b>
<b>C</b>	<b>2.00 to 2.49</b>	<b>Second Division</b>
<b>D</b>	<b>1.50 to 1.99</b>	<b>Pass in Individual Paper</b>
<b>F</b>	<b>Below 1.50</b>	<b>Fail</b>

### **Make-up Examination and Re-registration**

In case of failure in one or more courses at the end of semester examinations students can appear in make-up examination in the subsequent semester. A student can appear only on two courses (6 credit hours) in the make-up examination. If the student fails in the make-up examination he / she shall have to re-register and repeat the course as per the course cycle. A student can re-register only two courses (6 credit hours) in a semester. The examination of the re-registered course shall be held as per the course cycle.

**Attendance**

Students are required to attend regularly all theory and practical classes, assignments, study tour, field trip, seminars and presentations as required by the course. A student is required to attend at least 80 percent of such activities in order to qualify for the semester examination.

**CREDIT TRANSFERS AND WITHDRAWAL**

The program allows students to transfer the credits earned by them in similar program of other universities recognized by Tribhuvan University. A student who has partially completed the BBA program and would like to discontinue his / her studies shall also be allowed to withdraw from the program. In such cases, a certificate specifying the credit earned by the student in the program shall be provided.

**GRADUATION REQUIREMENTS**

The BBA program extends over eight semesters (four academic years). The BBA degree is awarded upon its successful completion of all the following requirements specified by the curriculum.

- The successful completion of 120 credit hours as prescribed with a minimum of passing grade in all courses with CGPA of 2.00.
- A minimum of grade 'C' obtained in the Internship.
- Completion of courses for the fulfillment of the requirements of the BBA program must occur within seven years from the time of registration.

**CURRICULAR STRUCTURE**

The BBA program requires the students to study a total of 120 credit hours. The curricular structure of the program comprises of the following four separate course components.

<b>I.</b>	<b>Management and Allied Courses</b>	<b>72 Credit Hours</b>
<b>II.</b>	<b>Computer Related Courses</b>	<b>18 Credit Hours</b>
<b>III.</b>	<b>Specialization Area Course</b>	<b>24 Credit Hours</b>
<b>IV.</b>	<b>Internship</b>	<b>06 Credit Hours</b>
	<b>Total</b>	<b>120 Credit Hours</b>

## **COURSE COMPOSITION**

### **I. Management and Allied Courses**

ENG 201: English - I  
ENG 202: English - II  
ENG 203: Business Communication  
MGT 201: Principles of Management  
MGT 202: Human Resource Management  
MGT 203: Organizational Relations  
MGT 204: Business Law  
MGT 205: Operations Management  
MGT 206: Business Environment in Nepal  
MGT 207: International Business  
MGT 208: Business Strategy  
ACC 201: Financial Accounting  
ACC 202: Cost and Management Accounting  
FIN 201: Business Finance  
FIN 202: Basic Financial Management  
MKT 201: Principles of Marketing  
MKT 202: Marketing Communication  
MTH 201: Basic Mathematics  
STT 201: Statistics  
ECO 201: Micro Economics  
ECO 202: Macro Economics  
LOG 201: Critical Thinking and Decision Making  
SOC 201: Sociology  
PSY 201: Psychology

### **II. Computer Related Courses:**

ITC 201: Fundamentals of Computer  
ITC 202: Computer Programming - I  
ITC 203: Computer Programming - II  
ITC 204: Introduction to Database  
ITC 205: Management Information System  
ITC 206: E - Commerce

### **III. Specialization Area Courses:**

#### **Management Information System**

MIS 201: Problem Solving and Algorithm



MIS 202: Relational Database Management System  
MIS 203: Business Program Development  
MIS 204: Internet Information Services  
MIS 205: Object Oriented Analysis and Design  
MIS 206: Visual Programming  
MIS 207: Business Data Communication  
MIS 208: Business Application of Artificial Intelligence

**Travel and Tourism Management**

TTM 201: Introduction to Travel and Tourism  
TTM 202: Airlines Ticketing and Fare Construction - I  
TTM 203: Airlines Ticketing and Fare Construction - II  
TTM 204: Tourist Service Operation and Management - I  
TTM 205: Tourist Service Operation and Management - II  
TTM 206: Tourism Marketing  
TTM 207: Hospitality Law  
TTM 208: Tourism Development Planning

**Banking and Finance**

BFN 201: Financial Institutions and Markets - I  
BFN 202: Financial Institutions and Markets - II  
BFN 203: Financial Derivatives and Risk Management  
BFN 204: Working Capital Management  
BFN 205: Investment Analysis - I  
BFN 206: Investment Analysis - II  
BFN 207: Capital Investment Decisions  
BFN 208: Marketing Financial Services

**Industrial Management**

IMM 201: Production Planning and Control  
IMM 202: Materials Management  
IMM 203: Quality Management  
IMM 204: Productivity Management  
IMM 205: Management of Technology  
IMM 206: Business Process Re-engineering  
IMM 207: Project Management  
IMM 208: Industrial Relations

**Marketing Management**

MKM 201: Buyers' Behavior

MKM 202: Brand Management  
MKM 203: Distribution Management  
MKM 204: Services Marketing  
MKM 205: Selling  
MKM 206: Export Marketing  
MKM 207: Sales Management  
MKM 208: Retail Marketing Management

**IV. Internship**

MGT 350: Internship

**COURSE CYCLE**

**First Semester**

ENG 201: English - I  
MGT 201: Principles of Management  
ECO 201: Micro Economics  
MTH 201: Basic Mathematics  
ITC 201: Fundamentals of Computer

**Second Semester**

ENG 202: English - II  
MGT 202: Human Resource Management  
ECO 202: Macro Economics  
STT 201: Statistics  
ITC 202: Computer Programming - I

**Third Semester**

ENG 203: Business Communication  
MGT 205: Operations Management  
ACC 201: Financial Accounting  
FIN 201: Business Finance  
ITC 203: Computer Programming - II

**Fourth Semester**

MGT 204: Business Law  
MGT 206: Business Environment in Nepal  
ACC 202: Cost and Management Accounting  
PSY 201: Psychology  
ITC 204: Introduction to Database

**Fifth Semester**

MGT 207: International Business  
 FIN 202: Basic Financial Management  
 MKT 201: Principles of Marketing  
 SOC 201: Sociology  
 ITC 205: Management Information System

**Sixth Semester**

MGT 203: Organizational Relations  
 MGT 208: Business Strategy  
 MKT 202: Marketing Communication  
 LOG 201: Critical Thinking and Decision Making  
 ITC 206: E - Commerce

**Seventh Semester**

Five Specialization Courses

**Eighth Semester**

Three Specialization Courses  
 MGT 350: Internship

**EVALUATION SCHEME***Management and Allied Courses:*

Code No	Course Title	Internal % (Theory)	Internal % (Practical)	Final % (Theory)	Final % (Practical)	Total %
ENG 201	English - I	40	60	100	---	100
ENG 202	English - II	40	60	100	---	100
ENG 203	Business Communication	40	60	100	---	100
MGT 201	Principles of Management	40	60	100	---	100
MGT 202	Human Resource Management	40	60	100	---	100
MGT 203	Organizational Relations	40	60	100	---	100
MGT 204	Business Law	40	60	100	---	100
MGT 205	Operations Management	40	60	100	---	100
MGT 206	Business Environment in Nepal	40	60	100	---	100

MGT 207	International Business	40	60	100	---	100
MGT 208	Business Strategy	40	60	100	---	100
ACC 201	Financial Accounting	40	60	100	---	100
ACC 202	Cost and Management Accounting	40	60	100	---	100
FIN 201	Business Finance	40	60	100	---	100
FIN 202	Basic Financial Management	40	60	100	---	100
MKT 201	Principles of Marketing	40	60	100	---	100
MKT 202	Marketing Communication	40	60	100	---	100
MTH 201	Basic Mathematics	40	60	100	---	100
STT 201	Statistics	40	60	100	---	100
ECO 201	Micro Economics	40	60	100	---	100
ECO 202	Macro Economics	40	60	100	---	100
LOG 201	Critical Thinking and Decision Making	40	60	100	---	100
SOC 201	Sociology	40	60	100	---	100
PSY 201	Psychology	40	60	100	---	100

***Computer Related Courses:***

Code No	Course Title	Internal %	Final			Total %
			Theory %	Practical %	Micro Project %	
ITC 201	Fundamentals of Computer	40	40	20	---	100
ITC 202	Computer Programming - I	40	40	20	---	100
ITC 203	Computer Programming - II	40	40	20	---	100
ITC 204	Introduction to Database	40	40	20	---	100
ITC 205	Management Information System	40	40	---	20	100
ITC 206	E - Commerce	40	40	---	20	100

**Specialization Area Courses**

Code No	Course Title	Internal %	Final			Total %
			Theory %	Practical %	Micro Project %	
MIS 201	Problem Solving and Algorithm	40	40	20	---	100
MIS 202	Relational Database Management System	40	40	20	---	100
MIS 203	Business Program Development	40	40	---	20	100
MIS 204	Internet Information Services	40	40	20	---	100
MIS 205	Object Oriented Analysis and Design	40	40	20	---	100
MIS 206	Visual Programming	40	40	20	---	100
MIS 207	Business Data Communication	40	40	---	20	100
MIS 208	Business Application of Artificial Intelligence	40	40	---	20	100
TTM 201	Introduction to Travel and Tourism	40	60	---	---	100
TTM 202	Airlines Ticketing and Fare Construction - I	40	60	---	---	100
TTM 203	Airlines Ticketing and Fare Construction - II	40	60	---	---	100
TTM 204	Tourist Service Operation and Management - I	40	60	---	---	100
TTM 205	Tourist Service Operation and Management - II	40	60	---	---	100
TTM 206	Tourism Marketing	40	60	---	---	100
TTM 207	Hospitality Law	40	60	---	---	100
TTM 208	Tourism Development Planning	40	60	---	---	100
BFN 201	Financial Institutions and Markets - I	40	60	---	---	100
BFN 202	Financial Institutions and Markets - II	40	60	---	---	100
BFN 203	Financial Derivatives and Risk Management	40	60	---	---	100
BFN 204	Working Capital Management	40	60	---	---	100
BFN 205	Investment Analysis - I	40	60	---	---	100
BFN 206	Investment Analysis - II	40	60	---	---	100
BFN 207	Capital Investment Decisions	40	60	---	---	100
BFN 208	Marketing Financial Services	40	60	---	---	100
IMM 201	Production Planning and	40	60	---	---	100

	Control					
IMM 202	Materials Management	40	60	---	---	100
IMM 203	Quality Management	40	60	---	---	100
IMM 204	Productivity Management	40	60	---	---	100
IMM 205	Management of Technology	40	60	---	---	100
IMM 206	Business Process Re-engineering	40	60	---	---	100
IMM 207	Project Management	40	60	---	---	100
IMM 208	Industrial Relations	40	60	---	---	100
MKM 201	Buyers' Behavior	40	60	---	---	100
MKM 202	Brand Management	40	60	---	---	100
MKM 203	Distribution Management	40	60	---	---	100
MKM 204	Services Marketing	40	60	---	---	100
MKM 205	Selling	40	60	---	---	100
MKM 206	Export Marketing	40	60	---	---	100
MKM 207	Sales Management	40	60	---	---	100
MKM 208	Retail Marketing Management	40	60	---	---	100

## **ENG 201: English - I**

### ***Module Objectives***

This module aims to develop students' skill in oral and written communication in English language.

### ***Contents***

Intensive practice to improve listening comprehension for both daily and academic needs: the focus shall be on development of active listening habit and utilizing oral information in a variety of contexts. Grammatical and structural review of English: review of standard grammatical forms and their application in a variety of writing formats. Reading comprehension: development of reading comprehension proficiency from business related areas.

## **ENG 202: English - II**

### ***Module Objectives***

This module is a continuation of English – I and aims to further strengthen students' ability to use English language for professional purpose.

### ***Contents***

Oral and written communication skills through a study of essays, short-stories, and short-plays of renowned authors. Review of books and articles. Preparation of company profiles, performance reports, and annual reports.

## **ENG 203: Business Communication**

### ***Module Objectives***

This module aims to present the learners with the language and concepts found in books and newspapers and magazine articles on business and economics; to develop the comprehension of management texts; to develop the listening skills in the fields of management; provide the learners with opportunities to express

management concepts, reformulating the learner's own while summarizing, analyzing, criticizing and discussing ideas.

***Contents***

**Grammatical and structural review of English:** review of standard grammatical forms and their application in a variety of business writings.

**Reading comprehension:** development of reading comprehension proficiency, with special reference to business topics.

**Composition Skills:** writing logical, coherent and persuasive prose related to management.

## **MGT 201: Principles of Management**

***Module Objectives***

This module aims to impart the basic management knowledge, and skills to the students so as to enhance their managerial capabilities and enable them to apply in the practical field.

***Contents***

Concepts and functions of management. Management perspective. Planning: meaning, classification, steps and tools. Planning premises. Decision making: meaning, types, conditions and process. Organizing: meaning, process, principles, and architecture. Authority and responsibility. Centralization, delegation and decentralization. Staffing. Emerging issues in organizing. Leading: meaning, qualities and styles. Individual differences and psychological contract. Introduction to groups. Concept of managerial ethics. Motivation: concept and techniques. Communication: meaning, process, types and barriers. Controlling: meaning, process and techniques. Quality. Total Quality Management. Issues in quality management. Organizational change and development.



## **MGT 202: Human Resource Management**

### ***Module Objectives***

This module aims to develop students' understanding of the basic concepts, systems, and approaches of human resource management.

### ***Contents***

Concept, characteristics, objectives, and components of HRM. Emerging HR challenges. Human resource planning: assessing current HR, HRM inventory, HR information system, and succession planning. Job analysis: meaning, purpose, methods, and techniques. Job design: concept and approaches. HR training and development. Career development. HR motivation. Performance appraisal. Rewards management. Employee grievances and disciplines. Labor relations in Nepal.

## **MGT 203: Organizational Relations**

### ***Module Objectives***

This module aims to develop students' understanding of the concepts of individual and group behavior with a focus on studying interpersonal and group relations in the context of organizations.

### ***Contents***

Concept and importance of organizational relations. Critical behavioral issues confronting the managers. Individual Behavior: needs, motives, goals, attitudes, beliefs and values. Formation of perception, personality and motivation. Social perception. Matching personality and jobs. Current issues in motivation and implications for managers. Interpersonal and group behavior: group development, group structure variables, group goals. Building effective work teams and issues in managing work teams. Leadership theories and their applications. Organizational communication processes. Inter group conflict management. Organizational relations and dynamics: organizational design and employee behavior. Technology and work design: theories of work design. Stress management. Organization change and development, and OD interventions.

## **MGT 204: Business Law**

### ***Module Objectives***

This module aims to enhance students' understanding of the basic business laws required for effective management of business operations.

### ***Contents***

Nature and sources of business law: Concept and kinds of contract, essential elements of a valid contract, void and unlawful contracts, quasi contract, discharge of contract, and remedies for breach of contract. Major provisions of Nepal Karar Ain. Law of agency: Creation of agency, types of agency, rights and duties of principal and agent, and termination of agency. Sale of goods: Concept, essential elements of sale, conditions and warranties, transfer of ownership, and rights and duties of an unpaid seller. Law of carriage: Concept of law of carriage, classification of carriers, and duties and liabilities of a common carrier. Negotiable instruments: Concept and features of promissory note, bill of exchange, cheque, holder and holder-in-due course, and discharge of negotiable instruments. Law of Insolvency: Meaning, procedures, and investigation of insolvency, reorganization and liquidation of a company.

## **MGT 205: Operations Management**

### ***Module Objectives***

This module aims to develop students' understanding of the basic concepts and tools of operations management and use them to solve management problems.

### ***Contents***

Production systems and operations management. Development of operations management. Optimization models. Capacity planning and facility location. Process, design, and facility layout. Job design and work measurement, Waiting line theory (single channel only). Production planning and scheduling. Inventory control systems. Maintenance management. Total quality management. Emerging concepts in operations management.

## **MGT 206: Business Environment in Nepal**

### ***Module Objectives***

This module aims at imparting students with the basic understanding of environmental factors affecting business and industry and equipping them with the skill to analyze the impacts of environmental change on business.

### ***Contents***

Environmental analysis models. Evolution of economic activities in Nepal. Political environment in Nepal. Major laws, rules and policies affecting business, trade and industry. Economic environment: economic planning, fiscal and monetary policies; trade, industry, tourism and labour policies; economic reforms, privatization, employment scenarios and policies; economic growth, and sectors of the economy; capital market and financial institutions. Socio-cultural environment: basic social structure culture values and their impact on business. Asian and Global environment: SAARC, SAFTA and BIMSTEC, global trends, globalization, WTO, foreign direct investment, technology transfer, technological environment and multinational companies.

## **MGT 207: International Business**

### ***Module Objectives***

This module aims to provide the students with a basic understanding of the international business and to develop their skills to analyze the international business scenarios.

### ***Contents***

Overview of international business; Globalization: Concept, types, arguments and global entry strategies; Socio-cultural environment of international business; Political, economic, trade and financial environment of international business.

## **MGT 208: Business Strategy**

### ***Module Objectives***

This module aims to familiarize the students with the fundamental principles of strategic management and to enhance their knowledge for competitive advantage.

### ***Contents***

Concept and process of strategic management; strategic plan, levels of strategy. External environmental analysis: components, process and techniques of environment analysis. PESTEL analysis, ETOP, ME's five forces model, and building scenarios. Internal environment analysis: concept, process and components. Techniques of internal analysis: SAP, value chain, and benchmarking. Strategy formulation: SWOT analysis, criteria of strategic choice, corporate strategy, business strategy and functional strategy. Techniques of strategy selection: BCG, GEC, Hofer's Matrix. Strategy implementation: concept and process. Strategic control: concept and process. Strategic change: process, types, and change management.

## **ACC 201: Financial Accounting**

### ***Module Objectives***

This module aims to familiarize students with the function and process of financial reporting system from a user and system designer perspective.

### ***Contents***

Introduction to financial accounting: concept, objectives, and accounting principles. The accounting process: double entry book-keeping, accounting equation, accounting cycle, rules of debit and credit, journalizing the transactions, posting and closing the ledgers, subdivision of journals, cash and banking transactions, bank reconciliation, preparation of trial balance and adjustment entries. Accounting for receivables: concept, types of account receivables, and financial statement presentation of receivables, and managing receivables. Accounting for long-lived assets: types, determining the cost of plant, accounting for plant, and analyzing plant assets.

Intangible assets: accounting for intangible assets, types, and financial statement presentation of long-lived assets. Reserve and provisions: concept, types, capital profit and revenue profit. Financial statement and closing entries: preparation of income and retained earnings statements, closing entries, preparation of balance sheet with adjustments and cash flow statement.

## **ACC 202: Cost and Management Accounting**

### ***Module Objectives***

This module aims to provide the students with the knowledge and skills of cost and management accounting tools and techniques required for decision-making, and control.

### ***Contents***

Concept of financial accounting, cost accounting, and management accounting. Cost accumulation, classifications, and segregation. Income recognition, measurement, and reporting: variable and absorption costing concept. Cost-volume-profit analysis. Budgeting and profit planning: revenue budget, purchase and production budget, direct labor and manufacturing overhead cost budget, cash collection and disbursement budget. Budgeted income statement and balance sheet. Standard cost. Flexible budgeting. Responsibility accounting. Decision regarding alternative choices: Make or Buy, Drop a Product Line, Accept and Reject a Special Offer, Replacement of a Joint Product and Replacement Decisions. Ratio and Cash Flow Analysis. Investment analysis: capital budgeting concept, cash flow and profit and loss accounts, and investment analysis techniques.

## **FIN 201: Business Finance**

### ***Module Objectives***

This module aims to provide the students with an understanding of financial environment, valuation of financial securities, financing aspects of the firm and familiarize students with techniques of

estimating short term financial requirement and methods of raising funds for the firm.

***Contents***

Nature and scope of business finance, Finance in the organization and finance function, Financial environment, Term structure of interest rates, Time value of money, Risk and rates of return, valuation of financial securities, Working capital policy and short term financing.

**FIN 202: Basic Financial Management**

***Module Objectives***

This module aims to provide the students with a basic understanding of the concept and techniques of financial management and develop skills to apply them in real life situation.

***Contents***

Introduction; Financial statements analysis; Capital budgeting, Cost of capital; Capital structure and leverage; Dividend policy, and techniques of raising long term funds.

**MKT 201: Principles of Marketing**

***Module Objectives***

This module aims to develop students' knowledge and skill in analyzing marketing opportunities and designing appropriate marketing policies and strategies.

***Contents***

Concept and importance of marketing, business philosophies that drive marketing, marketing mix and environment. Market segmentation process and methods. Marketing information system. Buyer behavior analysis. Product, pricing, distribution and promotion decisions. Emerging concepts in marketing.

## **MKT 202: Marketing Communication**

### ***Module Objectives***

This module aims to familiarize students with the concepts of marketing communication and develop their skills in designing advertisements, selecting and planning media schedules, preparing budgets and measuring advertisement effectiveness.

### ***Contents***

Communication basics and integrated marketing communication, advertising basics, players in the advertising business, creative process in advertising, creative strategies, media planning and scheduling, sales promotions, marketing public relations and direct marketing, advertising budgeting, and advertising effectiveness measurement.

## **MTH 201: Basic Mathematics**

### ***Module Objectives***

This module aims to provide the students with the basic mathematical skills required to understand management, IT and computing courses.

### ***Contents***

Set theory, Numbers and their properties. Introduction to complex numbers. Function. Limits and Continuity. Differentiation and Integration. Concept of vectors and matrices. Differential equation of the 1<sup>st</sup> order and 1<sup>st</sup> degree.

## **STT 201: Statistics**

### ***Module Objectives***

This module aims to introduce students to the tools and techniques of statistics that are used in managerial decision making.

### ***Contents***

Definition, scope and limitations of statistics, use of statistics in management. Data collection, classification and presentation

(Tabular and Graphic). Measures of central tendency. Measures of dispersion, skewness, moment and kurtosis. Correlation and regression analysis. Analysis of time series. Index numbers. Probability: concepts, objective and subjective probability. Permutations and combinations. Marginal and joint probability. Addition rule, conditional probability, multiplication rules, and Bayes theorem.

## **ECO 201: Microeconomics**

### ***Module Objectives***

This module aims to develop students' understanding of the microeconomic concepts and theories in order to enhance their skills in analyzing business opportunities and risks.

### ***Contents***

Microeconomics: concepts and uses. Theory of demand and supply: demand function, change in quantity demanded and change in demand, supply function: change in quantity supplied and change in supply, elasticity of demand and supply – concepts, degrees and measurements. Utility Analysis: cardinal vs ordinal utility and indifference curve analysis. Theory of production: Production function, and laws of production. Cost and revenue curves. Pricing: Price and output determination under perfect competition, monopoly and monopolistic competition. Concept of oligopoly. Factor pricing: rent (modern theory of rent) wages (marginal productivity theory), interest (loanable fund theory and liquidity preference theory) and profit (dynamic theory and innovation theory).

## **ECO 202: Macro Economics**

### ***Module Objectives***

This module aims to develop students' understanding of the macroeconomic concepts to enhance their skills in analyzing business environment for decision-making.



**Contents**

Macroeconomics: concepts and importance. National income accounting: concepts, measurement approaches and measurement difficulties of national income. Employment theories: classical and Keynesian theories. Components of macroeconomics: consumption and saving functions, paradox of thrift, investment function, concept of multiplier and acceleration coefficient. Theory of income determination (IS-LM Model). Business cycles: phases and economic stabilization policy. Inflation: theories of inflation, and computation of rate of inflation. Monetary policy: objectives and instruments, demand and supply of money. Fiscal policy: objectives and instruments. Macroeconomic issues: Nepalese perspective.

**LOG 201: Critical Thinking and Decision Making****Module Objectives**

This module aims to develop students' understanding of the decision-making techniques and tools based on probability, utility theory, and fuzzy theories in order to build their skills in designing knowledge-based systems to solve real-world problems.

**Contents**

Concept, importance, inquiry skills, and costs of fallacious reasoning. Relationship between critical thinking and decision making. Decision theory: types of decisions, decision making process, decision tree, decision theories, and group decision making. Decision making under uncertainty and risk. Concept of economic utility. Sensitivity analysis. Scenario analysis. Theory of games. Problem solving. Problem solving processes and methods of problem solving. Fuzzy logic. Judgmental biases. Creativity concepts and approaches. Evaluation of decision making based on quantitative and qualitative approaches.

**SOC 201: Sociology****Module Objectives**

This module aims to inculcate knowledge of basic sociological concepts and methods so that students are equipped with an adequate

understanding of the sociological perspectives on management and business administration.

**Contents**

Introduction to Sociology. Basic concepts in Sociology. Social Institutions: Social Processes; Social Stratification; Social Disorder, Deviance and Social Control; Social Change; Theoretical Perspectives in Sociology; Research Methods in Sociology and; The Sociological perspectives on Management and Business Administration.

**PSY 201: Psychology**

**Module Objectives**

This module aims to enable the students to understand basic processes and structures underlying human behavior as a basis for managing people in an organizational setting.

**Contents**

Introduction - concepts, major perspectives, trends for New Millennium and applications. Research Methods. Perception and Social thought. Motivation and Emotion, and applications of emotion. Learning - concept, theories and applications. Memory and Forgetting. Thinking and Problem Solving. Human Intelligence, Emotional Intelligence and its applications. Personality.

**ITC 201: Fundamentals of Computers**

**Module Objectives**

This module aims to provide students with the foundational knowledge of computers and its use in the business information system.

**Contents**

Introduction to computer system. Number system. Boolean operation and logic circuits. Programming Language. Computer system development. Multimedia. Network and communication.

Introduction to the Internet. Introduction to e-commerce. Data processing and databases. Computer crime and safety measure.

## **ITC 202: Computer Programming - I**

### ***Module Objectives***

The module aims to provide the students a foundation in the structured programming concepts and make them proficient in problem solving, program flow, and modular design through computer programming concepts.

### ***Contents***

Introduction to the C Programming Language. The components of a C Program: Code and Data, Fundamental of Input and Output, Statements, Expressions and Operators, and Basic Program Control. Functions, Arrays, Pointers, Characters and Strings, Structures, Understanding variable, scope, Using disk files, and manipulating strings.

## **ITC 203: Computer Programming- II**

### ***Module Objectives***

This module aims to provide the students with the concepts of object oriented programming and develop their skills for implementing the concepts to solve real world problems using the object oriented paradigm.

### ***Contents***

Introduction to object oriented programming concepts including classes and data abstraction, objects, functions, constructor and destructor, operator overloading and type conversion, inheritance, static and dynamic polymorphism, and stream input / output.

## **ITC 204: Introduction to Database**

### ***Module Objectives***

This module aims to provide the students with the basic knowledge, issues and manipulation of database for developing skill of producing reports and management of business information.

**Contents**

Introduction to database management system. Basic concepts. Data models: Entity relationship model, and relational model. Query languages: Relational algebra and Structured query language, integrity constraints, relational database design, Indexing, Extensible markup Language, and Advanced Querying.

**ITC 205: Management Information System****Module Objectives**

This module aims to provide students with a background for using information systems in organizations with a focus on managerial aspects of MIS to promote an awareness of the economic, social, and ethical implications of such systems on society. Students also learn to analyze information systems in this module.

**Contents**

MIS Concepts. Information system in organization: Major types of system in organizations, System from a functional perspective, Supply Chain Management, Customer Relationship Management, and Knowledge Management. Communication and network technology and infrastructure. Building information system: DFD, and SDLC. Enhancing management decision making: DSS, and GDSS. Ethical and social issues.

**ITC 206: E - Commerce****Module Objectives**

This module aims to provide the students with the theoretical background of e-commerce and its applications in business.

**Contents**

Introduction to E-Commerce, E-Commerce Terminology, Business Models for E-Business. The Network Infrastructure for E-Commerce, Electronic Data Interchange, Network Security and Measures, Electronic Payment System, E-Market and Strategy, and M-Commerce.

## **SPECIALIZATION AREA COURSES**

### ***MANAGEMENT INFORMATION SYSTEM***

#### **MIS 201: Problem Solving and Algorithm**

##### ***Module Objectives***

This module aims to provide a foundation in data structures and algorithm so that students can handle large problem solving on computers using the notion of abstract data types with suitable data structures.

##### ***Contents***

Introduction to data structure. Statement and control structures. Stack, recursion, queues and list, trees. Graphs and their application. Modular programming, application to numerical and non-numerical problems.

#### **MIS 202: Relational Database Management System**

##### ***Module Objectives***

This module aims to introduce students with the basic principles of relational database system and provide an overview of its application in management information system.

##### ***Contents***

Data an information, Entity, Attributes, Relationship, View of data, Data model, Basic concepts and design issue, Cardinality, Keys, E-R diagram, Introduction of relational database, Relational algebra, Tuple calculus, Views, Introduction, Set operation, Aggregate function, Null values, Queries, View, Joined relation, Domain constraints, Referential integrity, Assertion, Triggers, Function dependencies, Decomposition, Normalization using functional dependencies and multi-valued dependencies and joined dependencies, Domain key normal forms, Introduction, Data model, Methodology, Implementing objects in relational, hierarchical and network engines, Indexing & hashing, B+ tree, B tree, Static and dynamic hashing, Transaction State, Automacity and durability,

concurrent, Serizability and recoverability, Concurrency control & recovery system, Protocols, Multiple granularity, Deadlock, Failure, Recovery and automacity, Log-based, Shadow paging, Concurrent transaction, and Buffer management.

## **MIS 203: Business Program Development**

### ***Module Objectives***

This module aims to provide students with an overview of software engineering and enable them to understand the role and importance of software engineering in systems development, role of automation in software engineering and use the concept in business application.

### ***Contents***

Technology management and innovation in information system development. IS product and services. Product specifications. Market oriented versus client oriented product development, ISAC, IE, ISP. Software engineering: software development process. Software process improvement methodologies and standards: SPICE, CMM, ISO 9000, Trillium etc. Quality assurance, validation and verification. Programming language styles; Code review, Tools; Integration. Software maintenance.

## **MIS 204: Internet Information Services**

### ***Module Objectives***

This module aims to provide students with an understanding of the use of Internet in business application, design issues of the Internet component that aids in business application, design and implementation of Web pages and Web site development.

### ***Contents***

Historical overview of Internet. Introduction of Internet information services. HTML and Java Script. Design and management of mail, file transfer, web database, and news services. Overview of networks, devices, architecture, and protocols for Internet services. Web design and development. Application related to business.

## **MIS 205: Object Oriented Analysis and Design**

### ***Module Objectives***

This module aims at developing students' understanding of the analysis and design using object orientation and develop their skills to solve practical business problems applicable to software development. The module deals with essential concepts of object orientation, and use of analysis and design methods developed by Grady Booch.

### ***Contents***

Object orientation concept, theories and principles. Fundamental concept of the object model: classes, objects, methods and messages, encapsulation and inheritance, interface and implementation, reuse and extension of classes, inheritance and polymorphism. Process of object oriented requirements specification, analysis and design. Notations for object oriented analysis and design; Case studies and applications using some object oriented programming languages.

## **MIS 206: Visual Programming**

### ***Module Objectives***

This module aims to provide a foundational knowledge in GUI basics, rational and standards, Windows programming techniques, and software development techniques for GUI applications, introduction to transaction processing system and management support systems. The module emphasizes on programming in GUI environments like MS-Windows and Windows NT.

### ***Contents***

Principles of program design, programming structures, data structures, program testing, and debugging. Emphasis is placed on the implementation of programs with graphical user interfaces and event-driven code, dialog boxes, error trapping, Concept of a user interface; User interface management system; Interaction styles; Event-Driven programming with menus, dialog boxes, radio buttons, forms and other Windows components; Graphical user interface components; Linking GUI and database.

## **MIS 207: Business Data Communication**

### ***Module Objectives***

This module aims to provide the students with an overview of the leading edge of the current Internet use and practice in key areas, and application of data communication in business, and develop students' skills in designing simple and complex business data communication networks.

### ***Contents***

Introduction to the use of data communication in business environment; Relationship of data communication and MIS; ATM and WAN protocol; Transmission media; Hardware techniques used to transmit data and the design of communication network; Computer-based workgroups; Network-based production and logistics management systems in multinational and transitional organizations; Managing networks; and Security management.

## **MIS 208: Business Application of Artificial Intelligence**

### ***Module Objectives***

This module aims to provide the students with the basics of Artificial Intelligence and its application in the business world with an emphasis on development of IT based modern business.

### ***Contents***

Introduction of the role and potential value of AI application in business; Business process re-engineering and workflow management. Application of AI technology to aid the solution of problems facing the modern business; Data warehousing and mining; Representation and information processing techniques; Search control; Decision making modeling, and prototyping; Corporate memory; Usage of current AI language as a programming tool.



# ***TRAVEL AND TOURISM MANAGEMENT***

## **TTM 201: Introduction to Travel and Tourism**

### ***Module Objectives***

This module aims to introduce students to the travel and tourism sector and develop their skills to evaluate the role of tourism organizations, tourism industry, major segments of travel and trade, and regulatory framework of travel trade.

### ***Contents***

Basics of tourism, organization of tourism, geography of tourism, accommodation and catering industry, tourism, transport and travel trade sector of Nepal.

## **TTM 202: Airlines Ticketing and Fares Construction - I**

### ***Module Objectives***

This module aims to familiarize students with the international air transportation system including airlines geography, important cities, facilities, different types of aircraft, and flow of work of ticketing in travel business.

### ***Contents***

Introduction to travel industry, travel information, airport and its facilities, types of aircraft, international time calculation, types of journey, travel terminology, passenger ticket and baggage check, theoretical framework of ticket entries. Practical exercise of ticketing as per tariff conditions, customer dealing techniques, sale desk, passenger transportation, MCO, TAT, ATB and PTA.

## **TTM 203: Airlines Ticketing and Fares Construction - II**

### ***Module Objectives***

This module aims to develop students' skills in airlines ticketing and fare construction. Students at the end of this module should be able

to construct airfares and complete airlines tickets on constructed fares.

***Contents***

IATA geography, types of journey, increase rules - minimum checks, lowest combination of fares principle, published special fare, pricing method, passenger pro-ration, computer technology in travel trade, and computer application for reservation, ticketing, and fares calculation.

**TTM 204: Tourist Service Operation and Management - I**

***Module Objectives***

This module aims to familiarize students with the operation of tour trek, rafting, mountaineering, rock-climbing and river guides.

***Contents***

Introduction to travel, trekking, and rafting operations and their positioning in the tourism industry. Structure of travel, trekking, and rafting industry. Handling of tour mails, filing and retrieving, inclusive tour, opening and completing guest file, preparation of tour, trek, and other tourist service itinerary, reception and transfer, basics of frontier formalities, and processing reservations. Handling and conducting regular tour, trek, rafting and other tourist services. Mountaineering and other tourist service regulations. Trekking, mountaineering, rafting and other tourist services sites and seasons. Knowledge of rivers and their rapids. Trekking, mountaineering, rock-climbing equipment and accessories. Role and responsibilities of tour, trek, mountain climbing and river guides. Camp-site selection and camping procedures. Nature conservation and camp-site management; precaution and safety measures.

**TTM 205: Tourist Service Operation and Management - II**

***Module Objectives***

This module aims to develop students' skills in providing tourist services in the areas of tour, trek, rafting and other tourist services.

**Contents**

Formulation of tailor made tours, special tours, conferences and conventions. Preparing quotations, briefing tourist guides and drivers. Drafting tourist guide briefings. Preparation of brochure and publicity materials. Producing records and statistics. Handling client complaints. Economics of tour operation including revenue and profits. Formulation and development of tourist products. Contact and negotiation with accommodation establishments, transport operators and other tourist service operators. Cost of tour operations.

**TTM 206: Tourism Marketing****Module Objectives**

This module aims to enable students to gain an insight on the principles and practice of marketing of tourist products and services.

**Contents**

Marketing philosophy in tourism and application of marketing concepts in tourism. Types of tourism products and marketing. Consumer behavior and travel decision process. Market segmentation in tourism. Tourism market research. Formulation and development of tourist product. Role and function of NTO in tourism marketing. Distribution of tourist product. Tourism marketing strategies. Tourism marketing environment in Nepal.

**TTM 207: Hospitality Law****Module Objectives**

This module aims to develop students' understanding of the legal provision relating to the hospitality industry including travel and tour operations.

**Contents**

Legal status of travel agents. Company formation. Cooperatives, consortium and franchise arrangements in travel industry. Employment contract. The travel agent and procedural due process. Jurisdiction of hospitality. Antitrust laws. Baggage liability for air carriers. Hotel and hospitality law and regulations. Overdue account

and collection. Corporate travel. International Hotel Association and UFTAA regulations. Laws and regulations relating to hotel, restaurants, travel, trek, rafting, and mountaineering in Nepal.

## **TTM 208: Tourism Development Planning**

### ***Module Objectives***

This module aims to develop students' understanding in the area of tourism planning including the environmental considerations.

### ***Contents***

Concepts of tourism planning and the planning process. Survey of tourist markets, facilities, infrastructure and other components. Survey and evaluation of tourist attractions. Tourism planning analysis and synthesis. Tourism policy and plan formulation. Environmental, economic and socio-cultural considerations in tourism planning. Tourism manpower planning. Legislation and investment policies. Establishing carrying capacity in tourism. Tourist facility development standards. Tourism plan implementation and monitoring. Tourism development plan of Nepal.

## ***BANKING AND FINANCE***

### **BFN 201: Financial Institutions and Markets - I**

### ***Module Objectives***

This module aims to familiarize the students with the basics of financial institutions and markets with special emphasis on various constituents of financial markets in Nepal. It also aims at familiarizing them with concepts, tools and techniques of analyzing the money market, bond market and stock market and develops skills to apply them in real life situation.

### ***Contents***

Introduction and Overview of Financial markets and Institutions: Functions of financial institutions, Risk and finance institution, Globalization of financial markets and institutions; Money Supply

and Deposit Expansion: Velocity and demand for money, Tools and features of Monetary policy; The Money Market: Money market instruments and yield; Bond Market Securities and Valuation; Determinants of Interest Rate; Risk Management in Financial Institutions: Off balance sheet risk, Liquidity risk, Interest risk and technology risk, Foreign exchange risk; Mortgage Market: Participants and amortization; The Stock Market: Trading system and practice; Securities Firms and Investment Banks.

## **BFN 202: Financial Markets and Institutions - II**

### ***Module Objectives***

This module aims to provide the students with an overview of financial institutions and markets with special emphasis on the functions of various financial institutions of Nepal. It also aims at familiarizing them with concept, tools and techniques of managing financial institutions and develop skills to apply them in real life situation.

### ***Contents***

Banks, Thrifts Institutions and Credit Unions: Concept, Role, Types, Functions and Process of Financial Intermediaries, Disintermediation, Types of Thrifts Institutions; Regulations of Depository Institutions: Regulatory Framework and Deregulations. Commercial Banks: An Industry Overview: Industry Performance, Technology in commercial banking, Loan loss provisions and lending criteria. Commercial Banks: Financial Statements and Analysis: Evaluations financial statements liquidity profitability CAMELS, Leverage, Funding gap and immunization; Assets and Liability Management of Commercial Banks: Sources and uses of Funds, Security prices principles, Durations, Portfolio immunization technique, Regulations and Directives; Finance Companies, Financial Conglomerates, Subsidiaries & Credit Unions: Size, Structure, Functions, Problems and Assets securitizations; Investment Companies and Performance Evaluation: Features, Types, Strategies, Regulations and Performance evaluations; Insurance Companies: Overview, Types, Size and Structures regulations; Pension Fund: Overview, Types, Objectives, Size,

Structures, Regulations, Investment plans; International Banking: International banking activities, Regulations and Global issues.

### **BFN 203: Financial Derivatives and Risk Management**

#### ***Module Objectives***

This module aims to provide the students with basic understanding of various aspects of financial derivatives and risk management. It also aims at familiarizing the students with concepts, tools and techniques of analyzing the futures, options and swaps markets.

#### ***Contents***

Financial derivatives: Meaning, characteristics, types, traders and applications; futures markets: concept, future exchanges, mechanics, value, pricing, future, taxation the functions and types. Options Market: meaning, types, styles, terminology, trading mechanics, quotation, pricing, strategy and option pricing models. The Swaps Market: Meaning, swaps market. Financial engineering: Meaning, combination; straddle, strangle, strip and strap; Instruments, Portfolio Insurance and Fiduciary call. Managing Financial Risks: Concept of risk, types of risk, risks management and hedging.

### **BFN 204: Working Capital Management**

#### ***Module Objectives***

This module aims to provide the students with a basic understanding of concept, tools and techniques of working capital management and develop skills to apply them in real life situations with special reference to corporate institutions of Nepal.

#### ***Contents***

Theory of working capital management; Planning for working capital: Working capital policy, Operating environment of working capital, Determination of working capita; Working capital financing; Cash and marketable securities management: Overview, Increasing efficiency of cash management, Matching costs and benefits of cash management, Marketable securities, Cash forecasting, Optimization

models in cash management; Receivable management: Accumulation of receivables, Credit policy, Monitoring the receivables, Analyzing the changes in credit policy variables; Inventory management: Determining inventory investment, Inventory costs, Techniques of inventory control system and the optimal order quantity.

## **BFN 205: Investment Analysis - I**

### ***Module Objectives***

This module aims to familiarize the students with a basic knowledge and skills of investment analysis. It also aims at familiarizing them with concepts, tools, and techniques of analyzing the investment and applying them in real life situation.

### ***Contents***

Understanding investment, investment alternatives, indirect investing, security markets, trading of securities, the return and risks from investing, portfolio theory, portfolio selection and assets pricing models.

## **BFN 206: Investment Analysis - II**

### ***Module Objectives***

This module aims to familiarize the students with a basic knowledge and skills of investment analysis. It also aims at familiarizing them with concepts, tools and techniques of valuation of securities, analyzing fundamental and technical analysis required for making investment decisions and applying them in real life situation.

### ***Contents***

Common stock valuation; Analysis and strategies; Economy/market analysis; Sector/industry analysis; Company analysis; Technical analysis; Bond yield and prices; Bond analysis and strategies; Portfolio management, and Evaluation of investment performance.

## **BFN: 207 - Capital Investment Decisions**

### ***Module objectives***

This module aims to provide the students with an understanding of concepts, tools, and techniques of analyzing, evaluating and reviewing project capital investment decisions made by business organizations, financial institutions and government agencies.

### ***Contents***

Concept, significance, constraints of capital investment decisions; Goals and aspect of investment project analysis; Generating and screening of project ideas; Financial estimates and projections of project costs; Capital budgeting decision rules; Evaluating capital investment projects; Project cost benefit analysis; Project risk analysis; Project investment decision under inflationary conditions, and Project review and administration.

## **BFN: 208 Marketing Financial Services**

### ***Module Objectives***

This module aims to provide the students with a basic understanding of the financial services available in Nepal and strategic marketing procedure to promote their financial services in the Nepalese financial system.

### ***Contents***

Meaning, definition, nature and characteristics; Marketing mix; Financial sector's functions and types of financial services; Environment of financial services and planning: Macro and micro environment; Marketing and strategy planning: Monitoring environments, marketing strategies in financial services: Formulation and selection; Market segmentation: Criteria, strategies and types: Consumer service behaviour and other segments, segmentation of retail and corporate market; Financial product positioning; Marketing research; Role, functions and methodology in financial service market study, MIS, evaluating marketing, research programs; Product development strategy: Concept, aims, challenges, implication, process and features of product development of financial products; Planning financial service developments; Financial product



life cycle and development strategies; Risk in financial products; Pricing strategies: Concept, role, pricing objectives, pricing system and methods of pricing financial services; Promotion strategy: Concept, role and effective communication in financial services; Promotion mix; Distribution strategy: Concept, role and means of distributing financial services; Direct marketing of financial services: Characteristics, benefits, methods and techniques; Challenges and barriers for financial service distribution.

## ***INDUSTRIAL MANAGEMENT***

### **IMM 201: Production Planning and Control**

#### ***Module Objectives***

This module aims to provide the students with the knowledge and skill of production planning and control for effective handling of the production function in an industry.

#### ***Contents***

The production system and activities: production planning. Production as a system and framework for managing productions/operations. Plant location and layout. Managerial implications of location. New product designing: stages and control. Materials handling. Capacity planning and strategies: concept, planning decision and approaches. Production planning & control: concept, objectives, levels of production planning and production control. Production scheduling: process, loading, and sequencing. Role of management in production planning and scheduling.

### **IMM 202: Materials Management**

#### ***Module Objectives***

This module aims to develop students' skill in the effective material handling in a manufacturing industry.

#### ***Contents***

Materials management: concept, scope and functions, objectives, integrated materials management, environmental aspect of materials

management, materials cycle, materials codification. Purchasing: objectives and principles, policy and procedures, domestic and international purchasing, risk and problems. Inventory control: types and objectives, inventory costs and relationships. Inventory models and inventory control systems: JIT, ABC, EOQ etc. Materials requirement planning: objectives and system, MRP logic, and MRP inputs. Manufacturing resource planning, and capacity requirement planning. Receiving and stores management: receiving procedures, stores system, automated warehousing, and value analysis.

## **IMM 203: Quality Management**

### ***Module Objectives***

This module aims to develop students' understanding in the areas of quality management and provide them with tools and techniques of quality management.

### ***Contents***

Concept and dimensions of quality, quality planning, quality council, relationship between quality and productivity. Documenting and diagnosing a process: process flow diagram, diagnostic tools and techniques. Quality management tools: benchmarking, quality functions deployment (QDF), total productive maintenance (TPM), failure mode and effect analysis (FMEA). Statistical process control: introduction to control chart and control chart variables, control charts for attributes. Quality system: ISO and series of standards, implementation of ISO, quality auditing. Introduction of Nepal standards (NS). Quality awards.

## **IMM 204: Productivity Management**

### ***Module Objectives***

This module aims to develop students' knowledge in the areas of productivity concepts, tools and techniques and develop their skills to use the knowledge in productivity enhancement and organizational effectiveness.

**Contents**

Concept, cycle, quality and productivity management, role in micro and macro perspective. Factors affecting productivity: internal and external factors affecting productivity. Productivity measurement and analysis: concept, levels of productivity measurement, types, approaches, value added statement and productivity ratios, problems of measurement and analysis. Productivity improvement: concept, management responsibilities, productivity improvement programme, approaches, and techniques. Productivity organization: overview of productivity organizations, ILO, APO, NPO with reference to NPEDC, productivity policy in Nepal, productivity movement and status in Nepal.

**IMM 205: Management of Technology****Module Objectives**

This module aims to develop students' knowledge and skills in the effective management of technology in a manufacturing enterprise.

**Contents**

Concept and scope of management of technology (MOT). Innovation typology and technology life cycles: types of innovation, technological change, technology life cycle, technology development options and strategies. Technology development and acquisition: technology forecasting, technology generation, technology transfer. Technology absorption and diffusion: technology absorption, evaluation and assessment, major diffusion activities. Technology environment; technology linkage. Roles and activities of UNESCO, UNIDO, and SAARC. Review of science and technology policies of Nepal.

**IMM 206: Business Process Re-engineering****Module Objectives**

This module aims to develop students' knowledge and skills in the area of business process re-engineering.

**Contents**

Concept, nature, and principles of business process re-engineering. The re-engineering process. Process redesign techniques and tools: inductive thinking, flow chart, creative process redesign, process benchmarking, simulation, re-engineering software. Re-engineering and Total quality management: total quality management and BPR, continuous improvement process. Integrating re-engineering and process management: sequencing change initiative, creating a portfolio of process change program, limiting the scope of work design, understanding improvement through innovation. Re-engineering and human resource: labour planning, job design, and labour standards.

**IMM 207: Project Management****Module Objectives**

This module aims to develop students' understanding of the basic concepts and tools of project management so that they can handle projects.

**Contents**

Concept of project and project management. Project classification. Project & line manager interface. Project manager. Project Planning: process, project coordination and system integration, work breakdown structure, project identification and selection. The project organization structure: concept and types, project authority, linear responsibility chart (LRC). Project team and its management. Project implementation: time and conflict management, budgeting and cost estimation, project scheduling, network techniques and Gantt Charts. Resource allocation. Project control: concept, types and project control techniques. Project monitoring and information system (PIMS): concept and process. Project termination: process and types.

**IMM 208: Industrial Relations****Module Objectives**

This module aims to introduce students to the concepts, systems, and approaches of industrial relations with a view to develop their skills in effective management of industrial environment.

***Contents***

Concept and current issues of industrial relations. Nepalese scenario of IR. Trade unionism: functions and types of trade unionism. Trade unionism movement in Nepal. Employers' association and industrial relations. Roles and functions of government in IR. Wage determination and minimum wages. Labour legislation and administration in Nepal. Labour Act, Trade Union Act, etc. Industrial disputes, and their management. Management of industrial disciplines. Labour Participation: forms and methods of participation. Labour participation in Nepal. Labour welfare programs and social security. Major social security issues in Nepal. Role, organization, and activities of International Labour Organization (ILO). ILO activities in Nepal. Future trends of industrial relations.

***MARKETING MANAGEMENT*****MKM 201: Buyers' Behavior*****Module Objectives***

This module aims to develop students' understanding in buyers purchasing behavior and use the knowledge in designing marketing strategies.

***Contents***

Concept and nature of buyer behavior, relevance, buying situations: Consumer and organizational. Consumer and organizational buying decision process: Need / problem recognition, information search, evaluation, purchase and post purchase evaluations. Factors influencing organizational buying decisions. Factors affecting consumer behavior: perception, learning, memory, motivation, personality and attitude. Socio-environmental factors affecting consumer behavior: family influences, social groups, social class and sub-culture.

## **MKM 202: Brand Management**

### ***Module Objectives***

This module aims to develop students' skills in brand management with a special focus on brand-building in the competitive and market-driven business environment.

### ***Contents***

Brand and branding: Concept, importance, and types. Brand management – concept, process, and challenges. Role of brand management. Brand equity: concept and sources. Brand building blocks. Brand positioning: concept, process and importance. Target market – nature of competition. Brand positioning and core brand values. Marketing strategies for brand building. Selecting brand element, product strategy, pricing strategy, channel strategy. Promotion and leveraging secondary associations. Brand extension, reinforcement, revitalization and portfolio adjustment strategy.

## **MKM 203: Distribution Management**

### ***Module Objectives***

This module aims to develop students' knowledge and skills in analyzing distribution issues and designing appropriate distribution channels, policies and strategies.

### ***Contents***

Concept of channel distribution and its role in marketing. Functions of channels. Channel elimination. Factors influencing marketing channels. Distribution channels: Consumer and industrial goods. Channels: Types, policies and strategies. Channel power and conflicts. Channel dynamics and issues. Channel members. Physical distribution: Concept, Market logistics: objectives, importance, and elements. Supply chain management and logistic management.

## **MKM 204: Services Marketing**

### ***Module Objectives***

This module aims to provide students with the knowledge and skill in marketing of services. It also deals with the specific issues of marketing of services in Nepal.

### ***Contents***

Services marketing: nature and features of service products and services marketing, management of service encounters, marketing planning for services, customer expectations and perception of services, relationship marketing issues, management of service quality, service marketing strategies related to the service mix, service marketing process, and service marketing environment in Nepal.

## **MKM 205: Selling**

### ***Module Objectives***

This module aims to impart knowledge to the students about the basic concepts, principles and methods of selling, and develop basic skills in selling jobs.

### ***Contents***

Introduction to selling, salespeople and their characteristics. Communication and selling. Knowledge of successful selling: Prospecting, sales presentation and dramatization. Overcoming objections. Closing a sale and handling customer complaints. Post sales functions and activities.

## **MKM 206: Export Marketing**

### ***Module Objectives***

This module aims to equip students with the fundamental knowledge of export marketing process techniques, rules and skills required for export.

**Contents**

Conceptual and policy framework of export marketing, export procedures and documentations, Nepal's export structures and management of export, export financing, export marketing strategies, and management of import and transit.

**MKM 207: Sales Management****Module Objectives**

This module aims to develop students understanding in sales management and sales decisions knowledge along with skills for designing sales strategies.

**Contents**

Conceptual aspects of sales management, essentials for effective sales executives, sales organization, recruiting and selecting sales personnel, developing sales personnel, compensating programs for sales personnel, managing sales planning, sales budgets and sales quota along with sales control.

**MKM 208: Retail Marketing Management****Module Objectives**

This module aims to develop students' knowledge and skill in management of retail business, particularly management of large retail establishments such as department stores and supermarkets.

**Contents**

Concept of retail marketing, retail environment, consumer behavior in retail business, service quality in retailing, merchandise management, management of retail marketing mix, retail brand management, and IT applications in retail marketing.