



# **RAJARSHI JANAK UNIVERSITY**

## **FACULTY OF MANAGEMENT**

### **Master of Business Administration**

**(MBA)**

**2 Years**

### **Curriculum**

**2020**

# **RAJARSHI JANAK UNIVERSITY**

## **Master of Business Administration (MBA)**

### **Program Objectives**

The MBA of RJU is a career oriented academic program. The primary aim of this program is to provide postgraduate level knowledge, understanding, and skills that prepare students for their career in business and management.

The MBA program is designed for early career professionals seeking to either extend their knowledge and capabilities into managerial roles, or to change careers into a new field of business. The MBA program specifically aims at:

- Imparting a strong theoretical foundation in business concepts;
- Providing practical opportunities (via attachments, group assignments and individual projects) to test what students learn in the class;
- Building hard-skills in the areas of management and leadership;
- Polishing a range of soft-skills like communication, motivation and negotiation; and
- Enabling MBA students to start an independent business venture after graduating.

### **Curricular Structure**

The MBA program is split into four semesters. The courses comprise 60 credits, made up of foundation, core, specialization and elective courses. The program is designed in such a manner that the skills of the students can be developed in a gradual manner.

In the first semester, basic ideas about the foundation courses are given. Students are exposed to all the functional areas of business in the second semester. In the next two semesters, emphasis is given on capstone, elective and specialization courses.

In addition to foundational, core and specialization courses, students have the opportunity to select elective courses, allowing for deeper exploration and understanding of the sectoral management concepts, issues and practices.

The MBA students are required to complete 60 credit hours courses. They are required to complete 5 foundation and analytical tool courses (14 credits), 10 core and functional courses (27 credits), 3 specialization courses (9 credits), 2 electives (4 credits), graduate research project (3 credits), and attachment assignment (3 credits).

## **Foundation, Core and Capstone Courses**

STT 511	Managerial Statistics	3
ECO 521	Managerial Economics	3
MGT 505	Business Communication	3
MIS 555	Management Information System	3
MGT 511	Contemporary Management Concepts	2
ACC 513	Cost and Managerial Accounting	3
MGT 535	Organizational Behaviour	2
RES 611	Business Research Methodology	2
MGT 545	Corporate Responsibility and Governance	2
FIN 541	Financial Management	3
MKT 551	Marketing Management	2
MGT533	Human Resource Management	2
MGT536	Strategic Operations Management	2
MIS 556	E-Business	2
MGT 534	International Business	2
ENT 661	Entrepreneurship and Business Plan Building	2
MGT 621	Business Environment and Strategic Management	3

## **Specialization Courses**

(Any three courses selected from any one of the following functional areas)

### **Finance**

FIN 641	Investment Analysis	3
FIN 642	Security Analysis and Portfolio Management	3
FIN 643	Financial Institutions and Markets	3
FIN 644	Commercial Bank Management	3
FIN 646	Marketing of Financial Services	3
FIN 647	E-Finance	3
FIN 648	Financial Modeling	3
FIN 649	Financial Derivatives	3

### **Marketing**

MKT 651	Consumer Behaviour	3
MKT 652	Advertising and Sales Promotion	3
MKT 653	Services Marketing	3
MKT 654	Retail Management	3
MKT 655	Digital and Social Media Marketing	3
MKT 656	E-Marketing	3
MKT 657	Product and Brand Management	3
MKT 658	Customer Relationship Management	3

## **Small Business and Entrepreneurship**

ENT 662	Small Business Management	3
ENT 663	Entrepreneurial and Small Business Finance	3
ENT 664	Rural Marketing	3
ENT 665	Micro-finance and Rural Entrepreneurship	3
ENT 666	Social Entrepreneurship	3
ENT 667	Venture Opportunity Analysis	3

## **Human Resource Management**

MGT 631	Labour Relations Management	3
MGT 632	Compensation Management	3
MGT 633	Human Resource Development	3
MGT 634	Performance Management	3
MGT 635	Conflict Management and Negotiation	3
MGT 636	Organizational Change and Development	3
MGT 637	Strategic Human Resource Management	3

## **Information Technology Management**

ICT 641	Data Management System	3
ICT 642	IT Risk Management	3
ICT 643	Data Privacy and Security	3
ICT 644	Cloud Computing	3
ICT 645	Enterprise Resource Planning System	3
ICT 646	Technology, Data and Analytics as Change Agents	3
ICT 647	Decision Modeling and Information Systems	3
ICT 648	Management of Technology	3

## **Elective Courses**

(Any two of the following courses)

MGT 637	Agri-business Management	2
MGT 638	Tourism and Hospitality Management	2
MGT 639	Management of Sustainable Rural Development	2
MKT 659	Cross-Border Trade Management	2
FIN 649	Management of Cooperatives	2
ACC 630	Business Tax Planning	2
MGT683	Project Management	2
FIN 650	Bank Operations and Management	2
MGT681	Real Estate Management	2
MGT 682	Service Sector Management	2

### **Attachment (Internship) Program**

The attachment program provides students with an opportunity to gain real-life experience by working in a business organization for a period of eight to ten weeks. Students shall be required to present the Attachment Project Report (APR) in the prescribed format. The evaluation of the APR shall be based on confidential report of the host organization (40 percent) and presentation of the APR in a seminar (60 percent). The APR will be evaluated by internal and external examiners appointed by the Dean.

### **Dissertation**

Students shall be required to undertake independent capstone project that involve fieldwork and empirical analysis of the information collected from the field. Students are also required to prepare a dissertation report on a prescribed format. Students shall be required to attend the viva-voce examination. The weightage given for viva and the research report will be 25% and 75% respectively. For the evaluation of the research report, the Dean of the Faculty shall appoint internal and external examiners.

### **Eligibility and Admission Procedures**

Students with a Bachelor's degree in any discipline from a recognized university are eligible to apply for admission. The admission decisions for the MBA will be based on a combination of undergraduate grade point average, academic transcripts, entrance exam scores, essays, and personal interviews.

The list of selected candidates for admission, including a waiting list, along with the date and time of admission shall be notified in the University Notice Board and the selected candidates will be intimated individually by e-mail or telephone.

In the matter of admission to the MBA program, the decision of the Admission Committee is final.

### **Maximum Duration of the Program**

Each semester shall normally consist of 90 working days or 450 hours. A student is ordinarily expected to complete the MBA program in four semesters. However a student may complete the program at a slower pace by taking more time but in any case not more than 8 semesters. The student must complete all the course requirements within four years from date of initial enrollment in the MBA program.

## **Assessment and Grading**

The student's performance in each course, in general, is evaluated based on in-semester continuous assessment (internal assessment) and end-semester examination. An in-semester continuous assessment (also known as internal assessment) is spread through the duration of the course and is done by the teacher teaching the course.

Based on the aggregate of marks obtained through internal assessment and external assessment, each student is awarded a final letter grade at the end of the semester, in each course.

## **End Semester Examination**

There will be an end semester examination for three hours duration in a 2 credit hour course and four hours duration in a 3 credit hours course.

## **Eligibility for Award of the MBA Degree**

A student shall be declared to be eligible for the award the MBA Degree if he/she has

- Satisfactorily completing all the course requirements.
- Successfully completing the courses and projects as per the curriculum and obtaining an aggregate of 3 CGPA.
- Successfully acquiring the required credits as specified in the curriculum corresponding to the area of his/her study within the stipulated time duration.

## Course Cycle

<b>Semester-I</b>		
Code No.	Subjects	Credit Hours
MGT505	Business Communication	3
MGT511	Contemporary Management Concepts	2
MGT535	Organizational Behaviour	2
STT511	Managerial Statistics	3
MKT551	Marketing Management	2
ECO521	Managerial Economics	3
	<b>Total Credit Hours</b>	<b>15</b>
<b>Semester-II</b>		
Code No.	Subjects	Credit Hours
ACC513	Cost and managerial Accounting	3
MIS555	Management Information System	3
FIN541	Financial Management	3
MGT534	International Business	2
MGT533	Human Resources Management	2
	Elective-I	2
	<b>Total Credit Hours</b>	<b>15</b>
<b>Semester-III</b>		
Code No.	Subjects	Credit Hours
RES611	Business Research Methodology	2
MGT536	Strategic Operations Management	2
MIS556	E-Business	2
	Specialization-I	3
	Elective-II	2
ENT661	Entrepreneurship and Business Plan Building	2
MGT 590	Attachment	3
	<b>Total Credit Hours</b>	<b>16</b>
<b>Semester-IV</b>		
Code No.	Subjects	Credit Hours
MGT621	Business Environment and strategic Management	3
MGT545	Corporate Responsibility and Governance	2
	Specialization- II	3
	Specialization-III	3
MGT 619	Dissertation	3
	<b>Total Credit Hours</b>	<b>14</b>
	<b>Sum of Total Credit Hours</b>	<b>60</b>

# **RAJARSHI JANAK UNIVERSITY**

## **Faculty of Management**

### **Master of Business Administration (MBA)**

#### **First Semester**

## **Business Communication**

Code No. MGT 505

Credit Hours:3

Area of Study: core

L.H.48

### **Course Objectives**

The course aims to familiarize students with the fundamentals of effective communication as applicable in a range of varying business situations. Engaged in an intensive theoretical and practical learning framework for knowledge of theories, methods, media, technologies and techniques pertinent to business communication, the course will enable students to apply their learned skills in business and /or professional career and beyond. This course also intends to develop skills in preparing and writing business letters, applications, memos, reports, proposals, anecdotes, meeting minutes.

### **Course Description**

This course comprises theoretical concepts of communication combined with practical components such as business writing, letters, applications, dossiers, memos, business proposals, business reports, business presentations, and email communications. The core contents in this course thus entail components of communication required to effectively communicate in different fields such as accounting, data processing, finance, marketing, organizational contexts, and so on. Mixed up of the conceptual and technical aspects, the course too offers in-depth coverage of new and emerging media skills and concepts of communication which students are required to be acquainted with, and more importantly use them in real-career and beyond.

Besides guiding students to understanding most relevant concepts of effective communication, this course alongside integrates a repertoire of actively learning practices that include practicum, workshop sessions, group and individual projects, and presentations endorsed for the purpose of implicit assessment of learning as an ongoing activity.

### **Learning Outcomes**

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

- Understand the different modes of business communication that are common in the professional world and the contexts in which they arise.



- Demonstrate competency in the fundamentals of business writing, reporting and research.
- Demonstrate competency in oral and interpersonal communication including one-on-one, small-group communication, and public presentation.
- Demonstrate competency in fundamental concepts and skills of electronic communication.
- Demonstrate competency in communication components relating legal and ethical issues confronting business communicators.
- Apply and use the emerging technologies in business communication.

## **Course Contents**

### **I. Foundations of Business Communication L.H.8**

- Concept and features of business communication
- Types of communication
- Achieving success through business communication
- Communicating in groups or teams
- Verbal and non-verbal communication
- Communication in organizational setting
- Communicating on job
- Using technology to improve business communication

### **II. Writing Letters, Memos, E-mails, and Instant Messages L.H.8**

- Planning, writing and completing business messages
- Writing routine, positive, negative, and persuasive messages
- Writing electronic media messages
- Writing messages for Email
- Creating Blog messages
- Creating Podcast messages

### **III. Oral and Non-Verbal communication L.H.6**

- Non-verbal communication
- Public speaking
- Communications in meeting
- Interviewing and getting interviewed

### **IV. Designing and Delivering Oral Presentation L.H.8**

- Planning your presentation
- Writing your presentation
- Completing your presentation
- Planning visual presentation
- Creating effective slides and presenting business issues topics and projects

**V. Writing and Completing Reports and Proposals** **L.H.5**

- Meaning of reports and proposals, types of reports with reference to business reports
- Applying three steps writing process
- Planning and writing Reports and Proposals

**VI. Workshop on Preparing and Practice of Dossier for Employment** **L.H.6**

- Constructing theme
- Writing job letters
- Applying and simulating interviews for employment (Mock-interviews)

**VII. Practicum** **L.H.7**

- Slide presentations on selected topics
- Portfolio of writing assignments submission
- Mock-meetings and interview sessions
- Dossier for job application

**Reference Books**

1. Bovee, C. L., Thill, J. V., & Raina, R. L. Business communication today. India: Pearson
2. Lesikar, R.V. and M.E Flatley (2008). Basic Business Communication,
3. Lesikar, R., Flatley, M., & Rentz, K. Business communication: Making connections in a digital world, McGraw-Hill/Irwin.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**First Semester**  
**Contemporary Management Concepts**

Code No.MGT 511

Credit Hours: 2

Area of Study: Core

L.H.32

**Course Objectives**

The aim of the course is to undertake a critical study of selected concepts, trends and recent developments in management concepts, functions and practice. This course provides opportunities for students to explore the nature of management, the development of management thoughts, and the changing nature of managerial functions. Special attention will be given to contemporary management concepts and the emerging complexities of managerial functions.

**Course Description**

This course will equip students with a framework for understanding and analyzing the nature of managerial works and the determining factors of managerial success. Major topics will include the management concepts and issues like environmental analysis, changing role of managers, leadership and communication, culture and climate, quality and innovation management, diversity management, structure and design issues, organizational change, ethics and social responsibility.

**Learning Outcomes**

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

- Discuss the changing nature of management functions and emerging environmental complexities;
- Explain the latest developments and contributions of management theory, research and practice;
- Describe how the field of management thinking and structure of business are changing;
- Explain and demonstrate the value of emerging management concepts of quality management, governance, social responsibility, and their implications for contemporary business practice.
- Assess the significance of the emerging concepts like knowledge management, organizational learning, empowerment, and diversity management;

- Apply the knowledge of contemporary management concepts to address organizational issues.

## **Course Contents**

- I. An Overview** **L.H.3**  
 An overview of management concepts, approaches, and functions; Management theories in historical perspective; Changing role of managers and their challenges; Contemporary concepts and issues in management.
- II. Organizational Environment** **L.H.3**  
 Concept and significance of organizational environment; Forces in the environment; Environmental analysis – process and techniques; SWOT analysis; Market and business intelligence system; Five-forces model; Changing business environment in Nepal.
- I. Organizational Structure** **L.H.5**  
 Concept of organization; Organizational goals; Types of organizations; Changing perspectives on organization; Principles of organizing; Approaches to organizing; Grouping tasks into jobs; Process of structuring an organization; Types of organizational structure; Emerging concepts in organizing and design.
- II. Planning, Decision Making and Control** **L.H.6**  
 Concept and nature of decision making; Steps in the decision making process; Group decision making; Promoting individual and group learning and creativity; An overview of the planning process; Determining the organization’s mission and goals; Formulating and implementing strategies; Concept of control; Input, process and output control; Controlling for learning and changing.
- III. Governance and Diversity Management** **L.H.4**  
 Concept of corporate governance; Scope of corporate governance; Difference between governance and management; Concept of diversity management; Success and failure factors of diversity management; Regulatory factors required to establish an appropriate environment for managing diversity; Organizational strategy for diversity management.
- IV. Quality and Innovation Management** **L.H.5**  
 Concept of quality; Goals and principles of quality management; Techniques of managing and improving quality; Value creation for customers; Quality management tools; Innovation management – concept and importance; Innovation strategy; Fundamental concepts of organizational knowledge and organizational learning; Technology and innovation.
- V. Leadership, Communication and Empowerment** **L.H.4**  
 Concepts; leadership styles; Leadership for team work, problem-solving, and communication; Contemporary approaches to leadership; Concept of employee

empowerment; Issues in employee empowerment; Empowerment and organizational change; Managing and implementing strategic change.

## **VI. Ethics and Corporate Responsibility**

**L.H.3**

Concept of corporate social responsibility (CSR); Basic elements of social responsibility; Concept of corporate citizenship; Concept of business ethics; Core elements of ethical character; Making ethics work in organizations; Social networks and public relations.

### **Basic Texts**

1. Robbins, S. P. and Coulter, M. A. *Management*. New Delhi: Pearson Education.
2. Bateman, T. S. and Snell, S. A., *Management: Competing in the New Era*. New Delhi: McGraw Hill.
3. Griffin, R. W. *Management*. New Delhi: Cengage Learning.

### **References**

1. Tricker, B. *Corporate Governance: Principles, Policies and Practices*. New Delhi: Oxford University Press.
2. Chatterji, M. *Corporate Social Responsibility*. New Delhi: Oxford University Press.
3. Francis, R. D., and Mishra, M. *Business Ethics: An Indian Perspective*. New Delhi: Tata McGraw Hill.

# **RAJARSHI JANAK UNIVERSITY**

## **Faculty of Management**

**Master of Business Administration (MBA)**

**First Semester**

### **Organizational Behaviour**

Code No. MGT 535

Credit Hours: 2

Area of Study: core

L.H.32

#### **Course Objectives**

This course provides a comprehensive analysis of individual and group behavior in organizations. Its purpose is to provide an understanding of how organizations can be managed more effectively and at the same time enhance the quality of employees work life. The goal of this course is, therefore, to help students develop a conceptual understanding of OB theories and to provide them with skills to put those ideas and theories into practice.

#### **Course Description**

The focus of this course will be on individual, group and organizational levels and their interrelationships. Topics include individual differences, perception, personality, motivation, rewarding behavior, stress, individual and group behavior, conflict, leadership, organizational structure, communication and organizational change and development. This knowledge of individuals' perceptions, motivational attitudes and behavior, and organizational structures and leadership will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and work systems to increase their effectiveness.

#### **Learning Outcomes**

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

- Explain the concepts of OB and the emerging challenges of understanding and managing behavior of people in organization;
- Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization;
- Analyze the complexities associated with management of the group behavior in the organization and explain why groups and teams are key contributors to organizational effectiveness;
- Explain the concept of leadership and understand the challenges of leading during change;

- Define organizational climate and culture and explain how managers create work culture and climate;
- Understand conflict management strategies that managers can use to resolve organizational conflict effectively;
- Explain the emerging issues in employee motivation and satisfaction, communication, stress, and organizational change and development.

## Course Contents

- I. Introduction to Organizational Behaviour** **L.H.4**  
 Meaning and importance; OB system; Assumptions and approaches to OB; OB and behavioural sciences; Characteristics, challenges and opportunities of OB; Models and trends in OB; Levels of OB analysis; Emerging issues and trends.
- II. Perception, Learning and Behaviour Modification** **L.H.6**  
 Foundations of individual behavior; Individual differences; Managing diversity and individual differences; Determinants of behavior; Emotions and emotional intelligence; Personality – definition and features; Determinants of personality; Big five model; Perceptions - definition, features, process; Factors affecting perception; Perceptual errors; Reducing perceptual problems; Learning – definition and features; Learning process; Factors affecting learning; Social learning theory; Behavioral modification; Classical and operant conditioning.
- III. Group Dynamics and Team Effectiveness** **L.H.5**  
 Groups and teams – definition and features; Group development stages; Managing and developing effective work teams; Conflict management – definition, causes and features; Types of conflict; Work-life conflicts; Conflict resolution strategies; Relationship between conflict and performance; Group decision making; Creativity in decision making; Reducing decision making errors.
- IV. Motivation, Leadership and Communication** **L.H.6**  
 Motivation – definition and features; Types of motivation; Theories of motivation – need hierarchy theory, two factor theory, ERG theory, expectancy theory, equity theory; Leadership – concept and features; Leadership styles - transactional and transformational leadership; Leadership theories - trait theory, behavioural theory, Fielder’s contingency theory, path-goal theory; Emerging issues in motivation and leadership; Communication – meaning and significance; Communication process; Socio-psychological barriers to effective communication; Transactional analysis in communication.
- V. Organizational Culture and Climate** **L.H.3**  
 Organizational culture – definition and features of organizational culture; Dimensions of culture; Importance of organizational culture in shaping the behavior of people; Organizational learning culture; Organizational citizenship behavior; Organizational climate – concept and methods of measuring organizational climate; Determinants of organizational climate.

## **VI. Satisfaction and Stress**

**L.H.3**

Organizational satisfaction and stress – concept and causes; Organizational costs of dissatisfaction and stress; Sources of dissatisfaction and stress; Organizational stressors; Coping with dissatisfaction and stress.

## **VII. Organizational Change and Development**

**L.H.5**

Organizational change – concept and need for change; Understanding the issues in managing change; Approaches to organizational change; Resistance to change; Theories of planned change; Organizational development – concept and process; Organizational diagnosis; OD goals; Conditions for the success of OD; OD interventions.

### **Basic Books**

1. Robbins, Stephen P. *Organizational Behaviour*, Prentice Hall, New Delhi.
2. Griffin, Ricky W. *Organizational Behaviour*, Houghton Mifflin Co., Boston.
3. Pareek. U. *Understanding Organizational Behavior*. Oxford University Press, New Delhi.

### **References**

1. Newstrom, J. W. and Davis, K. *Organizational Behavior: Human Behavior at Work*. Tata McGraw Hill, New Delhi.
2. Wagner, J. A. and Hollenbeck, J. R. *Organizational Behaviour*. Routledge, London.
3. Luthans, Fred. *Organization Behaviour*, Tata McGraw-Hill, New Delhi.
4. Newstrom, John W. and Keith Davis. *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw-Hill, New Delhi.
5. Hersey, P., Blanchard, K. H. and Johnson, D. E. *Management of Organizational Behaviour: Utilising Human Resources*, Prentice Hall, New Delhi.
6. Schermerhorn, J. R., Osborn, R.N., Hunt, M.U.J. *Organizational Behavior*. Wiley.



**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**First Semester**  
**Managerial Statistics**

Code No. STT 511

Credit Hours: 3

Area of Study: Core

L.H.48

**Course Objectives**

The purpose of this course is to develop foundational statistical skills that are necessary for day-to-day business analysis. The course provides a basic knowledge of the application of statistics to business and management disciplines. It helps to develop the ability to analyze and interpret data to provide meaningful information to assist in making management decisions. The objective is also to develop an ability to apply modern statistical tools to data analysis in a business context. The course emphasizes on determining when it is appropriate to use the various techniques and how to conduct analyses.

**Course Description**

This course is designed to provide students with an understanding of basic statistical tools, useful for data analysis and managerial decision-making. Topics include descriptive statistics, random variables, probability distributions, estimation, hypothesis testing, regression, and correlation analysis. Statistical software is also used to assist in the analysis of the problems during lab session.

**Learning Outcomes**

*After completion of the course, students should be able to:*

- Understand various quantitative tools and techniques relevant to business analysis.
- Demonstrate understanding of statistical thinking and data analysis techniques for decision-making under uncertainty.
- Critically evaluate business information including tables, diagrams, graphs and probability statements.
- Estimate and infer some characteristics of a population by analyzing a sample.
- Analyze and apply computer-generated statistical output to solve problems.

## **Course Contents**

### **I. Introduction to Managerial Statistics**

**L.H.3**

Introduction to statistics, Types of Statistics (Descriptive and Inferential), in Business and Management, Types of data (Qualitative and Quantitative), Source of data (Primary and Secondary), Scale of data (Nominal, Ordinal, Interval and Ratio), Classification of data (Cross-sectional, Time series and Pooled).

### **II. Data Collection and Summarization**

**L.H.5**

Census and Sampling, Parameter and Statistic, Methods of collecting primary data, Stem and Leaf Display, Frequency distribution (Relative, Percentage and Cumulative), Charts and Graphs ( Bar Diagrams, Pie Chart, Histogram, Frequency Polygon, Frequency Curve and Ogive)

### **III. Summary Statistics**

**L.H.8**

Measures of Central Tendency (Mean, Median and Mode) for ungrouped and grouped data, Partition Values (Quartiles, Quintiles, Deciles and Percentiles), Measures of Variability (Range, Interquartile Range, Standard Deviation, Variance and Coefficient of Variation) for ungrouped and grouped data, Five Number Summary, Measures of Shape (Skewness, Kurtosis and Boxplot).

### **IV. Basic Probability**

**L.H.6**

Introduction to probability, Basic terminology in probability, Theories of probability (Classical, Relative Frequency and Subjective), Types of probability (Marginal, Joint and Conditional), Laws of probability (Addition and Multiplication), Bayes Theorem.

### **V. Probability Distributions**

**L.H.8**

Introduction to Random Variable, Types of Random Variable (Discrete and Continuous) Mathematical Expectation (Expected Value, Standard Deviation and Variance of Discrete Random Variable), Discrete Probability Distributions (Binomial and Poisson), Continuous Probability Distribution (Normal), Poisson approximation of Binomial Distribution, Normal approximation of Binomial and Poisson Distribution.

### **VI. Estimation**

**L.H.5**

Introduction to estimation, Types of estimation ( Point and Interval), Central Limit Theorem, Law of Large Numbers, Properties of Estimation, Confidence Interval Estimation (Single Mean, Single Proportion, Difference between Two Means and Difference between Two Proportions), Sample Size Determination (Mean and Proportion).

### **VII. Hypothesis Testing**

**L.H.10**

Introduction to Hypothesis Testing, Null and Alternative Hypothesis, Level of Significance, Type I and Type II Error, Critical Value, P-value, One and Two Tailed Test, Steps of Hypothesis Testing, Test of significance of single mean and two means (z-test and t-test), Test of significance of single proportion and two proportions (z-

test), Test of significance of two variances (F-test), One Way ANOVA (Analysis of Variance) for testing Three or More than Three Means (One-Way Analysis of Variance), Chi-Square test as a Test of Independence

**VIII. Correlation and Simple Regression Analysis** **L.H.4**

Introduction to Correlation and Regression, Scatter Plot, Karl Pearson's Correlation Coefficient (Only for individual series), Simple Linear Regression Model, Residual, Standard Error of Estimate and Coefficient of Determination.

**IX. Lab Session** **L.H.7**

Introduction to SPSS (Statistical Package for Social Science, Defining Variables in SPSS, Data Entry in SPSS, Frequency Table, Graphs and Charts using SPSS, Measures and Analysis of Descriptive Statistics, t-test, One Way Analysis of Variance, Chi-Square, Correlation and Simple Regression Analysis.

**Text Books**

1. Levine, D. M., Krehbiel, T. C., Berenson, M. L., and Viswanathan, P. K., *Business Statistics* (Fifth Edition), New Delhi: Pearson Education.
2. Levin, R. I. and Rubin, D. S., *Statistics for Management* (Eight Edition), New Delhi: Prentice Hall.

**Reference Books**

1. Anderson, D. R., Sweeney, D.J. and Williams, T. A., *Statistics for Business and Economics* (Eleventh Edition), New Delhi: Thomson.
2. Black, K.N., *Business Statistics for Contemporary Decision Making* (Ninth Edition), New Delhi: Wiley.

# RAJARSHI JANAK UNIVERSITY

## Faculty of Management

### Master of Business Administration (MBA)

#### First Semester

## Marketing Management

Code No. MKT 551

Credit Hours:2

Area of Study: Core

L.H. 32

### **Course Objectives**

The objective of this course is to develop students' understanding of the specific nature and problems of marketing with a view to develop their skills in designing strategies and plans for marketing of products/services. The course focuses on the contemporary issues in marketing and role of marketing decisions. This course will attempt to cultivate proficiency among the students in articulating aspects of the marketing mix, and developing customer-orientated and competitive marketing strategies and plans.

### **Course Description**

The course focuses on providing the fundamental knowledge of marketing management and instilling required marketing skills through innovative teaching pedagogies. The course covers marketing philosophies, emerging marketing concepts, marketing strategic planning, behavioral aspects of consumers, target marketing and segmentation, positioning for competitive advantage, marketing mix strategies, branding, pricing strategies, distribution strategies, promotion strategies, digital marketing strategies, corporate social responsibilities and marketing ethics.

### **Learning outcomes**

*By the end of this course, students should be able to:*

- Explain the emerging philosophies, trends and challenges of marketing in this century;
- Analyze the perspective of consumer behavior in decision making process;
- Develop the skill in preparation of marketing strategic plan;
- Understand the role and importance of market segmentation, targeting and positioning;
- Gain insights into branding strategy for the product/service;
- Understand pricing approaches and distribution strategies;
- Develop the skill to implement integrated marketing communication mix and understand about mass communication;
- Understand the use of digital marketing tools and develop skills for using them;
- Develop understanding of corporate social responsibilities and marketing ethics;

## Course contents

- I. Introduction** **L.H.6**  
Concept and nature of marketing management; Importance and scope of marketing; Evolution of marketing philosophies, production concept, product concept, selling concept, marketing concept and holistic marketing concept; Marketing mix, product, price, place and promotion; Emerging trends and challenges of marketing in the present market context.
- II. Marketing Strategies and Planning** **L.H.3**  
Marketing and customer value, the value chain and delivery process, holistic marketing concept and customer value; Corporate and division strategic planning, establishment and resources allocation to strategic business units (SBUs), marketing innovation; Business unit strategic planning, mission and SWOT analysis, formulation of goals, strategy and program, feedback and control.
- III. Consumer behavior** **L.H.3**  
Concept and evolution of consumer behavior model; Influencing factors, cultural, social, personal and key psychological processes; Buying Decision Process, five-stage model – problem recognition, information search, evaluation of alternatives, purchase decision and post-purchase behavior; Profiling the customer buying-decision process.
- IV. Market Segmentation, Targeting and Positioning** **L.H.4**  
Levels of market segmentation, segment marketing, niche marketing, local marketing, individual marketing; Bases for segmenting consumer markets and business markets, Marketing targeting, effecting segmentation criteria; evaluating and selecting the market segments; Developing and communicating a positioning strategy; Competitive frame of reference; POD and POP; establishing Category Membership; Choosing POPs and PODs; Creating POPs and PODs Differentiation Strategy.
- V. Branding Decisions** **L.H.4**  
Branding, role, scope, definition, brand equity as a bridge, models; Building brand equity, choosing brand elements, designing holistic marketing activities, leveraging secondary associations; Measuring brand equity, brand valuation; Managing brand equity, brand reinforcement, brand revitalization; Devising a brand equity, branding decisions, brand extensions, brand portfolios; Customer Equity.
- VI. Pricing Strategy** **L.H.4**  
Understanding the price, changing price environment, consumer psychology and pricing; Setting the price, pricing methods – cost based, value based and market based; Adapting the price, geographical, promotional and differentiating pricing; Initiating and responding to price changes.

**VII. Distribution Strategy****L.H.3**

Marketing channels and value networks; The role of marketing channels; Channel design decisions, channel management decisions, channel integration and systems; Conflict, cooperation, and competition; E-commerce marketing practices.

**VIII. Integrated Marketing Communication Strategy****L.H.5**

Designing and Managing IMC; The role of marketing communication; Developing effective communication; Developing and managing an advertising program; deciding on media and measuring effectiveness; Promotion tools, sales promotion, public relations, concept and scope of digital marketing, corporate social responsibilities and marketing ethics.

**Basic texts**

1. Kotler, Keller, Koshy, and Jha, *Marketing Management - A South Asian Perspective*, Pearson Prentice Hall, New Delhi.
2. Baines, Fill and Page, *Essentials of Marketing, South Asia Edition*, Oxford University Press, New Delhi.

**References**

1. Capon and Singh, *Marketing Management – An Applied Approach*, Wiley India Pvt. Ltd., New Delhi.

# RAJARSHI JANAK UNIVERSITY

## Faculty of Management

### Master of Business Administration (MBA)

#### First Semester

## Managerial Economics

Code No. ECO 521

Credit Hours:3

Area of Study: Core

L.H.48

### Course Objectives

The main objective of this course is to develop students' understanding and skills to analyze the economic environments in which business entities operate and appreciating how managerial decisions can vary under different constraints that each economic environment places on a manager's pursuit of his/her goals. Its focus will be on analyzing the functioning of markets, the economic behavior of firms and other economic agents under various market structures, and the economic and social implications of the outcomes.

### Course Descriptions

This course will focus on the application of economic models and rationale choice to business decision making. Topics include an overview of managerial economics; demand and supply; costs of production and the organization of the firm; market structure and pricing and output decisions; risk analysis and pricing strategies; and the economics of information and the role of government in the marketplace.

### Learning Outcomes

*After this course students will:*

- Be able to explain the concept, features and scope of managerial economics;
- Understand the theories and models of the firm;
- Understand the impact of market forces such as demand and supply;
- Be able to develop individual decisions based on market demand;
- Gain insight into production process in particular cost analysis;
- Understand the nature of Industry and moreover market structures;
- Be able to develop strategic decisions as well as pricing strategies;
- Have insight into game theory and especially how it can be used in the decision-making process

## Course Contents

- I. Introduction to Managerial Economics** **L.H.3**  
Concept and scope of managerial economics; Use of managerial economics in business decision making; Basic concept and principles: Opportunity cost, Concept of marginal analysis; Discounting principles, Profit analysis; Risk and Uncertainty.
- II. Theories of the Firm** **L.H.5**  
Profit maximization theory; Baumol's theory of sales revenue maximization; Williamson's model of managerial discretion; Wealth maximization model; Cyert and March's behavioral model.
- III. Demand Analysis and Forecasting** **L.H.8**  
Concept of price, income, cross and promotional elasticity of demand; Measurement of different types of elasticity of demand; Uses of elasticity of demand in business decision making; Relationship between price elasticity and revenue; Demand forecasting - concept and purpose of demand forecasting; Techniques of demand forecasting; Qualitative methods of demand forecasting - Survey technique, Market experiment, Quantitative method of demand forecasting; Time series analysis; Smoothing technique; Econometric technique and Barometric technique; Limitations of demand forecasting.
- IV. Theory of Production and Cost** **L.H.4**  
Production function – concept, short run and long run production functions; Optimal combination of inputs - one variable input and two variable inputs; Economies of scale; Economies of scope and learning curve; Different concepts of cost. 'U' shaped and 'L' shaped average cost curves.
- V. Economic System and Role of Government** **L.H.14**  
Economic system - market economy, command economy and mixed economy; Role of government under different economic systems; Competitive markets - market equilibrium; Short-run and long-run response to change in demand and supply; Efficiency of perfect competitive market - deadweight loss; Market failure - concept, types and sources of market failure - market power, externalities, public goods and Incomplete information; Government response to market failure - competition promotion (antitrust) policy, price regulations, patent system, subsidy, operating controls; Regulations of environment pollution; Rational for regulation; Problems in regulation; Market interventions - policies to regulate international competition; Import tariffs and quotas.
- VI. Pricing theories and strategies** **L.H.6**  
Oligopoly markets: Pricing in cartels - joint profit maximization and market sharing cartels; Price leadership and kinked demand curve model; Game theory - strategies and pay off matrix, dominant strategy, Nash equilibrium and Prisoner's



dilemma; Simultaneous-move game and sequential-move game, One shot game and repeated game; Applications of one-shot , repeated and sequential games.

### **VII. Pricing practices**

**L.H.6**

Concept and types of pricing - cost plus pricing, incremental cost pricing, product life cycle based pricing, multiple product pricing, peak load pricing, auction pricing, transfer pricing, bundling, prestige pricing; Price lining; Skimming; Administered pricing and export pricing; Degrees of price discrimination.

### **VIII. Business Cycle**

**L.H.2**

Introduction, meaning and features of business cycles; Theories of business cycles; Measures to control business cycles; Business cycles and business decisions.

#### **Text books:**

1. Salvatore, D. and Srivastava, R. *Managerial Economics : Principles and Worldwide Applications*, Oxford University Press.
2. Koutsoyiannis, A. *Modern Microeconomics*, Macmillan Press Ltd.

#### **References:**

1. Salvatore, D. *Managerial Economics in a Global Economy*, McGraw Hill.
2. Salvatore, D. *Micro Economics: Theory and Applications*, Oxford University, Press.
3. Peterson, H.C. and Lewis, W.C. *Managerial Economics*, Prentice Hall of India.
4. Lipsey, R. G. and Chrystal, K. A. *Economics*, Oxford University Press
5. Mankiw, G. *Principles of Economics*, The Dryden Press (Harcourt Brace College Publishers).
6. Baye, M.R. *Managerial Economics and Business Strategy*, McGraw Hill.
7. Ahuja. H.L. *Managerial Economics*, S.Chand Publishing House.

# Second Semester

# RAJARSHI JANAK UNIVERSITY

## Faculty of Management

Master of Business Administration (MBA)

Second Semester

## Cost and Managerial Accounting

Code No. ACC513

Credit Hours:3

Area of Study: Core

L.H.48

### Course Objectives

The purpose of this course is to provide students with a conceptual framework for identifying and resolving accounting issues faced by managers. This course provides students with opportunities to study and practice important aspects of managerial accounting for firms' value addition. Students will therefore, have lectures on key topics, followed by exercises and case discussions to illustrate and reinforce various concepts.

### Course Description

This course makes critical use of accounting information by managers for decision, performance evaluation and control. The course will cover the following topics: nature of management accounting, costs in decision making, accumulating and assigning costs to products, activity-based cost systems, measuring and managing firm performance, budgeting for planning and coordination, and financial control.

### Learning Outcomes

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

- Discuss the evolving nature of management accounting concepts and functions;
- Explain various costs in decision making;
- Describe how costs can be accumulated and assigned costs to products;
- Explain and practice the activity cost systems;
- Measure and manage firms' performance;
- Use various budgets for planning and coordination; and
- Describe various measures of financial control.

### Course Contents

#### I. Nature of Management Accounting

L.H.3

Concept and characteristics of management accounting; Major differences between management accounting and financial accounting; History and evolution

of management accounting; Behavioral implications of management accounting information.

**II. Income Measurement and Reporting L.H.6**

Concept and methods of product cost under variable and absorption costing; Income measurement under the two costing methods; Reconciliation of income differences under these costing methods; Reasons for differences; Concepts of reporting for different purposes.

**III. Nature and Types of Costs and CVP Analysis L.H.10**

Concept and classification of costs; Variable and fixed costs; Cost reporting under traditional costing and activity-based costing; Reporting of net income under internal and external Cost-volume-profit analysis: assumptions underlying CVP analysis, developing and using the CPV equation, uncertainty in cost-volume-profit analysis, and CVP analysis under condition of constraints using linear programming models.

**IV. Using Costs in Decision Making L.H.10**

Concept of decision-making alternatives; Accept or reject special offer; Make-or-buy — the outsourcing decision; Sell now or further process; Decision to drop a product or continue; Replacement decisions; Lease or purchase decisions.

**V. Product Pricing and Planning L.H.6**

Product cost in pricing strategy; Product mix and pricing decisions under variable costs, absorption costs, full costs, and return on investment; Activity-based costing and target pricing system; Transfer pricing for internal pricing strategy.

**VI. Budgeting for Profit Planning and Control L.H.8**

Concept and need of budgeting; Master budget: assumptions underlying master budget, preparing master budget for manufacturing and non-manufacturing firms; Budgeting product life cycle costs; Behavioral implications of budgets; Flexible budgeting.

**VII. Responsibility Accounting and Operational Performance Measuring L.H.5**

Responsibility centers; Performance reports; Activity-based responsibility accounting; behavioral effects of responsibility; Behavioral effects of responsibility accounting; Segmented reporting; Customer profitability analysis; Operational performance measures; The balance scorecard.

### **Basic Texts**

1. Atkinson, A.A., Kaplan, R.S., Matsumura, E.M., Young, S.M., and Kumar, G. A. *Management Accounting*. New Delhi: Pearson Education.
2. Hilton, R. W. and Platt, D. E. *Management Accounting: Creating Value in a Dynamic Business Environment*. New Delhi: Tata McGraw Hill.

### **References**

1. Garrison, R. H. et al. *Managerial Accounting*. New Delhi: Tata McGraw Hill.
2. Horngren, C.T., Sunden, and G.L. Stratton, W.O. *Introduction to Management Accounting*. New Delhi: Prentice Hall.
3. Kaplan, R.S. and Atkinson, A.A. *Advanced Management Accounting*. New Delhi: Prentice Hall.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Second Semester**  
**Management Information Systems**

Code No. MIS 555

Credit Hours:3

Area of Study: Core

L.H.48

**Course Objectives**

The objective of this course is to provide a broad overview of the issues technology and general managers face when managing information systems. This course aims to provide opportunities for students to explore the nature of technology in management, the development of management information systems, and the changing nature of managerial functions through real world cases and application exercise. Special attention will be given to technological and its applicability of management information systems in business.

**Course Description**

The course is designed for business students who are or who will soon become business professionals in today's fast changing business world. The course prepares students with a framework of foundation concepts, information technologies, development processes, business applications and management challenges. The course takes a management rather than a technical approach to the material presented specifically focused to students of general management interested in information technology and to students of information technology interested in management. Application exercise included in each chapter will make students familiar with the IT management activities practiced by enterprises in different forms.

**Learning Outcomes**

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

- Comprehend fundamental business information systems concepts.
- Manage information technologies to revitalize business process, improve business decision making, and gain competitive advantage.
- Apply major concepts, developments and managerial issues involved in computer hardware, software, and telecommunications networks and data resource management technologies.
- Understand how business use the internet and internet technologies to support their business processes and e-commerce and decision making

- Decide, develop and implement business IT strategies and systems using several strategic planning and development approaches.
- Manage the challenges of business and IT technologies and strategies, including security and ethical challenges and global IT management

## **Course Contents**

### **I. Foundation Concepts L.H.9**

Information systems introduction, roles, trends, types and its challenges. System concepts, characteristics, components, resources and system activities. Strategic IT, competitive strategy concepts, its uses for value addition. Reengineering business processes, agile company, virtual company and knowledge management systems.

*Chapter Case and Application Exercise*

### **II. Information Technologies L.H.9**

Brief history of computers, the next wave of computing, Computer Systems and peripherals: Input, Output, and Storage Technologies, Application Software: End User Applications, System Software: Computer System Management, Technical foundations of Database Management and Managing Data Resources, The Networked Enterprise, Telecommunications Network Alternatives.

*Chapter Case and Application Exercise*

### **III. Business Applications L.H.14**

Enterprise Business Systems, Cross-Functional Enterprise Applications, IT in Business, Marketing Systems, Manufacturing Systems, Human Resource Systems, Accounting Systems and Financial Management Systems, Managing at the Enterprise Level Customer Relationship Management, CRM Benefits and Challenges, Enterprise Resource Planning, ERP Benefits and Challenges, Supply Chain Management, SCM Benefits and Challenges, E-Commerce Systems, Categories and E-Payment Systems, E-Commerce Applications and Issues in Business, Decision Support and its uses in Business, Overview of Artificial Technologies in Business.

*Chapter Case and Application Exercise*

### **IV. Development Process L.H.10**

Developing Business/IT Strategies, Planning Fundamentals, Organizational Planning for Competitive Advantage, Planning for Business Models and Business Application. IT Implementation Challenges, End User Resistance and Involvement, Change Management Process, Developing Business/IT Solutions,

Information Systems Design and Development Processes, Implementing Business Systems and Activities.

*Chapter Case and Application Exercise*

- V. Management Challenges** **L.H.6**  
Security; Ethical, and Societal Challenges of IT, Computer Crime, The current state of Cyber Law, Cyber Security, System Control and Audits, Management of Information Technology, The International Dimension, Internet as a Global Platform, Internet Access Issues

*Chapter Case and Application Exercise*

### **Basic Texts**

- I. James A. O'Brien., George M. Marakas, and Ramesh Behl, *Management Information Systems*, 10<sup>th</sup> Edition, New Delhi: Tata McGraw-Hill.

### **References**

1. Ralph Stair and George Reynolds, *Principles of Information Systems*, 10<sup>th</sup> Edition, New Delhi: Pearson Education.
2. Kenneth C. Laudon and Jane P. Laudon, *Management Information Systems: Managing the Digital Form*, 14<sup>th</sup> Edition, England: Pearson Education



# **RAJARSHI JANAK UNIVERSITY**

## **Faculty of Management**

**Master of Business Administration (MBA)**

**Second Semester**

## **Financial Management**

Code No. FIN 541

Credit hours:3

Area of Study: Core

L.H.48

### **Course Objectives**

The objective of this course is to develop solid foundation for developing integrated framework for making key financial decisions, such as capital budgeting, capital structure, working capital and dividend. The course also aims to enable students to analysis major financial reports, and assimilate the knowledge of key finance functions in business decision making.

### **Course Description**

This course provides opportunity to develop basic knowledge and skills to handle financial issues in a corporation. The course introduces the environment in which a manager takes financial decisions. Similarly, the course covers topics like financial statement analysis, risk and return, securities valuation, cost of capital and capital budgeting, working capital management, capital structure, and dividend decision.

### **Learning Outcomes**

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

- Understand the role of financial manager in changing financial environment;
- Analyze the financial statements and make important inferences therefrom for managerial decision making;
- Explain the concept of time value of money and its application in financial decisions;
- Apply the concepts of time value of money in securities valuation, financial planning and budgeting;
- Determine the value of stocks and bonds using various valuation approaches;
- Explain the relationship between risk and return of various avenues of investment;
- Evaluate alternative investments by computing their risk and returns;
- Assess the alternative investment projects using various capital budgeting techniques
- Compute weighted average cost of capital (WACC) and explain its significance for a company;

- Describe the working capital management and its importance in Nepalese enterprises;
- Discuss the factor affecting capital structure decision;
- Explain the process of dividend payment and evaluate various dividend policies and practices in the context of Nepal.

## Course Contents

- I. An Overview of Financial Management** **L.H.3**  
 Meaning of finance; Key finance functions; Value maximization goal of the corporation; Financial institutions, financial markets and role of financial manager; Corporate governance; Ethics in finance; Goals of Nepalese business organizations.
- II. Financial Statements and their Analysis** **L.H.7**  
 Financial statements: Balance sheet, income statement, statement of equity and cash flow statement; Free cash flow; Performance evaluation: ROIC, EVA, MVA and Intrinsic value; Financial statement analysis using ratios; Vertical and horizontal analysis; Application of financial ratios in decision making.
- III. Risk and Return** **L.H.7**  
 Concept of investment return and risk; Measuring return and risk in individual stock and in portfolio context; Relationship between risk and return.
- IV. Securities Valuation** **L.H.8**  
 Time value of money, Applications of time value of money in financial planning, Types and features of common stocks; Valuing common stocks; Dividend discount model; Earning multiplier model; Preferred stock.
- V. Bonds and their Valuation** **L.H.4**  
 Meaning, types and features of bonds; Bond valuation; Changes in bond value over time; Bond yields; Interest rate and risk premium; Term structure of interest rate; Bond market in Nepal.
- VI. Cost of Capital and Capital Budgeting** **L.H.9**  
 Component cost of capital; Weighted average cost of capital; Significance of cost of capital; Cost of capital in venture life cycle; Steps in capital budgeting; Capital budgeting techniques: Payback period, Net present value, Internal rate of return, Modified internal rate of return; Capital budgeting practices in Nepalese enterprises.
- VII. Working Capital Management** **L.H.3**  
 Concepts of working capital; Cash conversion cycle; Working capital investment policy; Working capital financing policy; Working capital management in Nepalese enterprises.
- VIII. Capital Structure Decisions** **L.H.3**

Capital structure and financial structure; Business and financial risk; Factors affecting capital structure; Optimal capital structure.

**IX. Dividend Decisions**

**L.H.4**

Theories of dividend distribution; Stock dividend; Share repurchase; Dividend as residual; Factors affecting dividend policy; Dividend distribution practices in Nepal.

**Basic Texts**

1. Brigham, Eugene F., and Ehrhardt, Micheal C., *Financial Management: Theory and Practice*. New Delhi: Cengage Learning India.
2. Ross, Stephen A., Westerfield, Randolph W., Jaffel, Jeffrey, and Kakani, Kumar, R., *Corporate Finance*. New Delhi: McGraw Hill Education India.

**References**

1. Brealey, R. A., Myers, S. C., Allen, F., & Mohanty, P., *Principles of Corporate Finance*. Tata McGraw-Hill Education.
2. Pradhan, R.S., *Research in Nepalese Finance*. Kathmandu: Buddha Publication.
3. Van Horne, J. C., & Wachowicz, J. M., *Fundamentals of Financial Management*. New Delhi: Pearson India.

# RAJARSHI JANAK UNIVERSITY

## Faculty of Management

### Master of Business Administration (MBA)

#### Second Semester

## International Business

Code No.MGT 534

Credit Hours:2

Area of Study: Core

L.H.32

### **Course Objectives**

The objective of this course is to provide the students an understanding of international business from a global and multinational management perspective. It provides an understanding of the dynamics of international business. The course mainly focuses on two areas – the environmental components of international business, and the strategy and operations of a business firm in a changing global economy. The relevance of various issues to Nepalese businesses will also be discussed and debated, wherever applicable.

### **Course Description**

This course provides an overview of the importance of international business and trade in the global economy, explores the factors and environment that influence success in international markets, and familiarizes students with the basic terminologies, key concepts and issues unique to the subject. It is designed to focus on issues outside the firm and inside the firm that a manager needs to address. The contents of the course provide students the opportunity to explore the international business environment and understand global business strategies, modes of entry, strategic and organizational issues, and the operational decisions facing managers of companies that operate beyond their domestic market.

### **Course Outcomes**

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

- Define key international business terms and concepts;
- Analyze the business environment of a foreign market and identify the business opportunities;
- Understand some of the complexities of doing business in foreign markets;
- Discuss the different types of economic and political systems and their impact on business;
- Compare and contrast major trade theories and trade policies and their effect on business
- Discuss international exchange rates and their effects on global business;
- Critically analyze the opportunities and risks associated with international business activities;

- Speak knowledgeably on the important role played by multinational and regional economic and social aid organizations such as the World Bank, WTO and regional trading blocs in facilitating international trade and business; and
- Examine the conceptual, strategic and functional areas and issues in international business.

## **Course Contents**

### **Unit I: Globalization and International Business** L.H.4

Concepts of international business; Domestic vs international business; Globalization – concept; Factors affecting globalization; Stages and methods of globalization; Characteristics of contemporary world business; Reasons for global business expansion; Drivers and dimensions of market globalization; Globalization and Nepal.

### **Unit II: Theories of International Trade** L.H.6

Theory of Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Factor Endowment Theory, Product Life-Cycle Theory, Theory of Competitive Advantage; Implications of international trade; Contemporary issues of international trade.

### **Unit III: Global Business Environment** L.H.8

Global economic structure; The changing demographics of the global economy; Politico-Economic risks; e-commerce and intellectual property rights; Government interventions and investment barriers; Regional economic integration – types, leading economic blocs; The various arguments of economic integration; Emerging foreign markets; International monetary and financial environment – currencies and exchange rate systems; The fixed and floating exchange rate systems.; Modes of payment in international trade; Global financial system; International economic institutions like IMF and the World Bank; International trading blocs- BIMSTEC, EU, ASEAN, WTO and free trade policies; WTO and Nepal.

### **Unit IV: International Strategic Management** L.H.6

Role of strategy in international business; Global market opportunity assessment; Estimating market potential; Choosing a strategy; Selecting, entering and operating in international markets – exporting and importing, collaborative ventures and strategic alliances, licensing, franchising; Global outsourcing; MNCs and Foreign Direct Investment (FDI) in the world economy – concept, types and trends.

### **Unit V: Functional Areas of International Business** L.H.8

Global production, outsourcing and logistics – managing global supply chain; Global marketing strategy – global branding, product development, pricing, communications,

and distribution strategies; Global e-marketing strategy; Financial management – sources of funds for international operations; Investment decisions; Tax practices; Currency risk management; International human resource management – staffing policy, diversity management, labour relations, preparing employees for repatriation.

### **Basic Texts**

1. Hill, C. W. L. and Jain, A. K. *International Business: Competing in the Global Marketplace*. Tata McGraw Hill, New Delhi.
2. Czinkota, M. R., Ronkainen, I. A., and Moffett, M. H. *International Business*. Thomson, New Delhi.
3. Cavusgil, S.T., Knight, G, and Riesenberger, J. R. *International Business: Strategy, Management and New Realities*. Pearson Education, New Delhi.

### **References**

1. Hill, J. S. *International Business: Managing Globalization*. Sage Publications. New Delhi.
2. Sitkin, A. and Brown, N. *International Business: Challenges and Choice*. Oxford University Press. New Delhi.
3. Rao, P. S. *International Business: Text and Cases*. Himalaya Publishing House, Delhi.
4. Shenkar, O. and Luo, Y. *International Business*. Wiley Publications. New Delhi.
5. Peng, M. W. *Global Business*. Cengage Learning, New Delhi.
6. Joshi, R. M. *International Business*. Oxford University Press. New Delhi.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Second Semester**  
**Human Resource Management**

Code No.MGT 533

Credit Hours:2

Area of Study: Core

L.H.32

**Course Objectives**

The objective of the course is to equip students with knowledge, skill and competencies to manage people in an organization. The course develops a critical understanding of the role and functions of the various human resource activities in an organization, providing students with a comprehensive overview of key HRM concepts, techniques and issues. A key objective of this course is to show that HR management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing competitive advantage.

**Course Description**

The course contents are designed to provide a comprehensive coverage of the major human resource concepts, issues and functions. Topics include recruiting, hiring, training, retaining, rewarding, and promoting employees; employment planning, performance appraisal systems, succession planning, compensation and managing outsourced relationships. Special attention is given to emerging issues like workforce diversity, quality of work life, work-life balance, family-friendly policies, workplace spirituality, employee-management relations, career management, employee engagement, occupational health and legislative requirements.

**Course Outcomes**

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

- Discuss the relationship between human resource management, the organization and its internal and external environment;
- Explain the concepts and principles of HR planning, job analysis and job design and define the related terms like job description and job specification;
- Explain the recruitment and selection processes and methods;
- Explain the concept, purpose and techniques of employee training, training needs identification, management development, and career development;

- Demonstrate understanding of the performance appraisal concept and examine the techniques of measuring individual performance;
- Explain the concept of employee-management relations, grievance handling, disciplinary actions and industrial disputes; and
- Explain the emerging issues, concepts and practices in HRM.

## **Course Contents**

### **Unit I: HRM in Perspective**

**L.H.4**

The rise of HRM; The concept and functions of HRM; Strategic dimensions of HRM; Changing role and challenges of HRM managers; Essential skills for HR managers; Changing nature of jobs; Line management vs. human resource department, Soft vs hard HRM, External and internal context of HRM; Demographic and diversity challenges of the workforce, Redundancy and HRM; HRM issues and challenges in the Nepalese context.

### **Unit II: Human Resources Planning: Recruitment and Selection**

**L.H.5**

Human resources planning – importance, purpose and major elements of H R planning; HR information system; Replacement and succession planning; Job requirements - the role and importance of jobs; Relationship of job requirements to HRM functions; Job analysis and Job design – concepts, methods and outcomes; Recruitment philosophy and objectives; Recruitment sources; Recruiting from within and outside the organization; Recruitment of protected classes; Electronic recruitment; Selection process; Matching people and jobs; Sources of information about job candidates; Employment interview; Employment tests; Issues of gender in recruitment and selection; Induction, socialization and placement.

### **Unit III: Training and Career Development**

**L.H.5**

Training as a system; Designing training programs; Training needs assessment – concept and methods; Psychological principles of learning; Evaluation of training programs; Benchmarking of training programs; Management development techniques – concept and methods; Emerging concepts of HRD – leadership development and mentoring; Role of line management in HRD, HRD audit; Training and HRD practices in Nepalese organizations; Knowledge management.

### **Unit IV: Performance Appraisal**

**L.H.4**

Concept, process and basic purposes of performance appraisal; Performance appraisal methods; Appraisal interviews; Factors affecting performance appraisal; Career development - phases and objectives of career development; PA practices in Nepalese



organizations; Improving employee performance; Counseling employees with problems; Contemporary issues in performance appraisal.

### **Unit V: Compensation Management**

**L.H.5**

Principles of employee compensation; Job evaluation systems – concept and methods; Compensation structure and components; Employee benefits – incentive system, gain sharing, employee benefits and services, types of employee benefit; Incentives for management employees; Features of Nepalese labour and trade union acts – minimum wages, welfare and incentive provisions, retirement benefits; Issues in compensation management in Nepal.

### **Unit VI: Employee-Management Relations**

**L.H.4**

Concept of E-M relations; Grievance handling methods and mechanisms; Methods of reducing complaints; Trade unions - structures, functions, and leadership; Trade union issues in Nepal; Industrial disputes – nature and types; Government regulations of labor relations; Collective bargaining process and contract administration; Trends and issues in employee-management relations in Nepal.

### **Unit VII: Emerging Concepts and Issues in HRM**

**L.H.5**

Talent management – acquiring, retaining, nurturing, developing and promoting talents; Talent mapping; Employee engagement - career management and employee retention issues; Work-Life balance; Occupational safety and health issues; Outsourcing issues; Family- friendly workplaces; Workplace spirituality; inclusiveness and diversity management; Sustainable HRM.

#### **Basic Texts**

1. Gilmore, S. and Williams, S. *Human Resource Management*. Oxford University Press, New Delhi.
2. Bohlander, G. and Snell, S, *Principles of Human Resource Management*. CENGAGE Learning, New Delhi.
3. Halder, U. K. and Sarkar, J. *Human Resource Management*. Oxford University Press, New Delhi.

#### **References**

1. DeCenzo, D. A. and Robbins, S. P. *Fundamentals of Human Resources Management*. Wiley India, New Delhi.
2. Dessler, G. and Verkkey, B. *Human Resource Management*. Prentice Hall of India, New Delhi.
3. Ivancevich, J. M. *Human Resource Management*. Tata McGraw Hill, New Delhi.
4. Adhikari, D. R. *Human Resource Management*. Buddha Publications, Kathmandu.
5. Jyothi, P. and Venkatesh, D. N. *Human Resource Management*. Oxford University Press, New Delhi.

# Elective-I

# Third Semester

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Third Semester**  
**Business Research Methodology**

Code No.RES 611

Credit Hour: 2

Area of Study: Core

L.H. 32

**Course Objectives**

This course aims to help students understand the research process in the broad field of management and the specific requirements of different fields of management research. Students will be able to plan, carry out, and communicate research activities for their Masters' dissertation as part of this course.

**Course Description**

This course equips students with the skills to develop and undertake a research dissertation. It also provides both theoretical and practical preparation for business research. The course covers the necessary skills and requirements for problem identification, literature review, research questions and hypothesis formulation, research design, measurement and scaling, sampling, data collection and analysis for qualitative and quantitative research, and research proposal and report writing.

**Learning Outcomes**

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

- Explain the principles of research in social sciences and management studies;
- Identify and critically evaluate literature review that synthesizes and evaluates literature in a specific topic area to justify the research questions;
- Develop and formulate research questions, hypotheses and theoretical framework in relation to their chosen topic of study;
- Have basic knowledge on qualitative, quantitative as well as measurement, scaling and sampling techniques;
- Have a basic awareness of data analysis, including descriptive and inferential measures;
- Develop a research proposal as the basis for a dissertation;
- Write and develop independent thinking for critically analyzing research reports.

## **Course Contents**

- I. Foundations of Research Methodology** **L.H.7**  
Research – Concept and Objectives; Research for knowledge building; Scientific research – concept and characteristics; Factors required for a scientific research; Types of research; Scientific research process overview; Philosophy of research; Shifting paradigms of research; Approaches to research; Reasoning – deduction, induction and triangulation; Management research – concept, types and Significance in decision making and problem solving; Ethical concerns in research.
- II. Literature Review, Problem Identification and Hypothesis Formulation** **L.H.7**  
Research Problem - identifying a research problem, sources of identifying research problem, process of defining a research problem; Literature review – concept, purpose and steps; Literature search through the Internet; Reading and reviewing the literature; Narrative, systematic review and meta-analysis; Theory and research – theoretical framework; Language of Research - concept, construct, operational definition, variables, and hypothesis; Hypothesis formulation – concept, functions and types.
- III. Research and Sampling Designs** **L.H.10**  
Research design: Meaning of research design; Types of Research Design; Concept and techniques of Exploratory research design; Descriptive and developmental research designs and Experimental research design; Qualitative research design – concept and features; Multiple system of inquiry in qualitative research; Sampling design: census and sampling Investigation; Characteristics of a good sample; Sampling design process, Probability and non- probability sampling techniques; Sample size determination.
- IV. Measurement and Scaling** **L.H.5**  
Variables – concept and types; Primary scales of measurement; Scaling techniques; Scale construction for attitude measurement; Validity and reliability – concept and types.
- V. Data Collection and Preparation** **L.H. 8**  
Sources of data; Methods of secondary and primary data; Developing instruments used for data collection: Questionnaire design and administration; research Interviews; Computer assisted interviewing; Observation; Focus-group discussion – concept and use; Techniques of data collection in qualitative research; Skill required for data collection in qualitative research.
- VI. Data Analysis and Presentation of the Results** **L.H.7**  
Editing raw data; Coding and tabulation of data; Organizing data for computer entry; Statistical analysis of data – descriptive and inferential statistics; Univariate, bi-variate and multivariate analysis of data, Testing of hypothesis: Process of testing hypothesis - one tail test and two tail tests, z-test, t-test, F-test and chi-square test with interpretation.

## **VII. Proposal and Report Writing**

**L.H. 4**

Research proposal – concept, functions, types and components; Research report process; Types and phases in the research report; Lay out and writing of the report; Documenting sources; Citations and references; Essentials of good research report.

### **Texts and References**

1. Donald, R. C. and Schindler, P.S. *Business Research Methods*. New Delhi: Tata McGraw- Hill.
2. Sekaran, U. and Bougie, R.J. *Research Methods for Business*. New Delhi: Willey Publications.
3. Saunders, M.N.K. *Research Methods for Business students*. New Delhi: Pearson Education.
4. Pant, P. R. *Social Science Research and Thesis Writing*. Kathmandu: Buddha Publications.
5. Alan, B. and Bell. E. *Business Research Methods*. New Delhi: Oxford University Press.
6. Krishnaswamy, K. N., Shivakumar, A. I. and Mathirajan, M. *Management Research Methodology*. New Delhi: Person Education.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Third Semester**  
**Strategic Operations Management**

Code: MGT 536

Credit Hours: 2

Area of Study: Core

L.H.32

**Course Objectives**

This course aims to improve students' understanding of the concepts, principles, problems, and practices of operations management. After completing this course, students should be able to:

- appreciate the strategic role of OM in creating and enhancing a firm's competitive advantages.
- understand key concepts and issues of OM in both manufacturing and service organizations.
- To improve business processes in services and manufacturing, analyze them.
- identify the operational issues in the value addition processes of a firm.
- To apply analytical skills and problem-solving tools to resolve operational issues.

**Course Description**

This course introduces major concepts and tools used in the design and use of operations systems in organizations. It introduces discipline and the role a function plays in a value-creating organization. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems/ issues arising in the management of operations.

Topics include: introduction to operations management, design of goods and services, process strategy, supply chain management, inventory management, quality management, location strategy, short-term scheduling, and lean operations.

**Learning Outcomes**

*By the end of this course, students should be able to:*

- Analyze business operations using appropriate performance measures.
- Propose business solutions for operational improvement and process design projects.

- Identify inefficiency and ineffectiveness in business operations and propose adequate minor changes or major redesigns to improve the process.
- Understand the theory and implementations of quality control activities for different industries.

## **Course Contents**

- I. Operations and Operations Strategy** **L.H.5**  
 Definition of operations management, organizing to produce goods and services, importance of operations management, roles of operations manager, historical evolution operations management, productivity, global view of operations, achieving competitive advantage through operations, issues in operations strategy, strategy development and implementation.
- II. Design of Goods and Services** **L.H.5**  
 Goods and service selection, product strategy, product life-cycle, product development, value engineering, product design issues, and service design.
- III. Process Strategy** **L.H.4**  
 Process strategies, process analysis and design, service process design, production technology, technologies in services, process redesign.
- IV. Supply Chain Management** **L.H.4**  
 Supply chain's strategic importance, sourcing strategies, supply chain risks, managing integrated supply chain, building supply chain base, logistics management, ethics and supply chain management, measuring supply chain performance, Information technology, operational, and management competencies for supply chain agility.
- V. Inventory Management** **L.H.5**  
 Importance of inventory, managing inventory, inventory models, inventory models for independent demand, single-period model, and fixed period systems, information technology in inventory Management
- VI. Quality Management** **L.H.5**  
 Quality and strategy, Defining quality, total quality management, tools of TQM, roles of inspection, and TQM in services, statistical process control.
- VII. Location Strategy** **L.H.3**  
 Strategic importance of location, location decisions, methods of location alternatives, service location strategy, geographic information systems.



### **VIII. Layout Strategy**

**L.H.3**

Strategic importance of layout decisions, types of layout, office layout, retail layout, warehouse and storage layout, fixed position layout, process-oriented layout, work cells, repetitive and product-oriented layout.

### **IX. Short-term Scheduling**

**L.H.3**

Importance of short-term scheduling, scheduling issues, scheduling process-focused facilities, loading jobs, sequencing jobs, finite capacity scheduling, scheduling services.

### **X. Lean Operations**

**L.H.3**

Lean operations, lean and Just-in-Time, Lean and Toyota Production System, lean organizations, lean services.

#### **Basic Texts**

1. Heizer J., Render B. and Munson C.: Principles of Operations Management: Sustainability and Supply Chain Management,10th Edition, Pearson Education Inc.

#### **References**

1. Stevenson, W.: Operations Management: 9th Edition, Tata McGraw Hill Education Private Limited.
2. Gaither N. and Gaither F.: Operations Management, 9th Edition, Cengage Learning India Private Limited.
3. Krajewski L. J., Malhotra M. K. and Ritzman L. P: Operations Management: Process and Supply Chains,11th Edition, Pearson Education Inc.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Third Semester**  
**E-BUSINESS**

Code No. MIS 556

Credit Hours: 2

Area of Study: Core

L.H.32

**Course Objectives**

This course is designed to help students understand the importance of information technology in business. The course helps students to be familiar with the best practices of e-business activities, their development and implementation. The course familiarizes students with the way e-business technologies can be applied within business firms. This subject considers the organizational dimension of e-business implementation in order to reflect the likely nature of future challenges and opportunities.

**Course Description**

First, this course introduces students to the fundamental concepts, philosophies and trends that provide the context of E-business. Students will then be better able to understand and apply, with confidence, the technical and theoretical knowledge that will be learned in later sections. Additionally, students are required to prepare a report on the E-Business Plan and present it for class-room discussion.

**Learning Outcomes**

After going through this course, students should be able to:

- Understand the nature and explore the scope in economic and social impact of e-business technologies;
- Assess the potential for efficiency gains and growth in consumer power from e-business technologies;
- Understand the role of technology in e-business and trace its evolution;
- Assess the likely consequences of e-business technologies for change at the societal level;
- Understand the concept and role of digital marketing and e-payment systems;
- Gain awareness of the nature and scale of challenges in the business environment that will affect the future development of e-business.
- Understand the complete process of developing an E-Business model to implement for business purpose.

## Course Contents

### Part I

#### **Unit I: Introduction**

**L.H.4**

Concept of e-business; Nature, scope, and impact of e-business technologies; Difference between e-business and e-commerce; Contribution of e-business technologies to economic growth, market, competitiveness, and productivity.

#### **Unit II: Technologies in e-business**

**L.H.8**

Introduction; e-business technologies - hardware, e-business software applications, internet and World Wide Web; Database management system; e-business security; Payment Gateway technology; Classification of payment systems, IT/IS evaluation and e-business; Social consequences of e-business technologies.

#### **Unit III: Digital Marketing**

**L.H.4**

Concept; Digital marketing strategy, customer retention and e-CRM; Measuring the extent of digital marketing activity; Market analysis; Digital marketing tools; Viral marketing.

#### **Unit IV: E-Business and Operations management**

**L.H.4**

Difference between purchase and procurement; Market solutions - sell-side, buy-side, and market place; Integration of product catalogue; Procurement service providing.

#### **Unit V: E-Contracting and Supply Chain**

**L.H.8**

Concept of generic services - information, negotiation, archiving, enforcement, reconciliation; Structure of a contract; Digital signature; Legal affairs.

### Part II

#### **Unit VI: E-Business Plan Development**

**L.H.4**

Developing e-Business of Your Choice

Phase 1: History and position to date

Phase 2: Market research

Phase 3: Competitive business strategy

Phase 4: Operations

Phase 5: Forecasting results

Phase 6: Business controls

Phase 7: Writing up and presenting business plan

*Students must develop an E-Business Plan; The business plan must incorporate IT-features that would address complete requirements to run a specified business.*

## **Basic Texts**

1. Jonathan R. J. *E-Business A management perspective*, Oxford University Press, New Delhi.
2. Chan, H., Lee, R. Dillon, T., and Chang, E. *E-Commerce: Fundamentals and Applications*, John Wiley & Sons, New Delhi.
3. Chaffey D., , Fiona, E. C. *Digital Marketing Strategy Implementation and Practice*, Pearson Education Limited, United Kingdom.

## **References**

1. Kulkarni, P., Jahirabadkar, S. and Chande, P. *E-Business*. Oxford University Press, New Delhi.
2. O'Brien, J. A., Marakas, G. M., and Behl, R. *Management Information Systems*. Tata McGraw Hill, New Delhi.
3. Rajaraman, V. *Introduction to Information Technology*. Prentice Hall of India, New Delhi.

# Specialization-I

# Elective-II

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Third Semester**  
**Entrepreneurship and Business Plan Building**

Code No.ENT661

Credit Hours:2

Area of Study: Core

L.H.32

**Course Objectives**

The main objective of this course is to provide students with a conceptual framework for entrepreneurship and business plan development. It provides a thorough analysis of the entrepreneurial process, particularly opportunity recognition and business plan development.

**Course Description**

This course is a thorough analysis of the entrepreneurial process, right from opportunity recognition, developing an effective business model, to business plan building, managing and growing an entrepreneurial venture.

**Learning Outcomes**

*After completing this course, students will be able to:*

- Discuss the nature, concept and significance of entrepreneurship.
- Recognize entrepreneurial opportunities and generate useful venture ideas.
- Develop effective business models.
- Build suitable business plans.
- Raise required financing or funding
- Manage a startup and a growing entrepreneurial venture.
- Assess the challenges of growth of entrepreneurial firm.

**Course Contents**

**I. Nature of Entrepreneurship**

**L.H.5**

Concept of entrepreneurship; Characteristics of entrepreneurship; Significance of entrepreneurship; Common myths about entrepreneurship; Entrepreneurship process; Types of startup firms; Startup environment in Nepal, Digital entrepreneurship, Changing demographics of entrepreneurs; Entrepreneurship in Nepal.

## **II. Recognizing Opportunities and Generating Ideas**

**L.H.5**

Concept of opportunity and idea; Differences between entrepreneurial opportunities and ideas; Ways to identify entrepreneurial opportunities: observing trends, solving problems, and finding gaps in the marketplace; Personal characteristics of entrepreneurs contributing to recognize business opportunities: prior experience, cognitive factors, social networks, and creativity; Techniques for generating ideas: brainstorming, focus groups, library and internet research, and other techniques; Encouraging and protecting new ideas: establishing a focal point for ideas, encouraging creativity at the firm level, and protecting ideas from being lost or stolen.

## **III. Developing Effective Business Models**

**L.H.5**

Concept of business model; Business model innovation; Components of effective business model; Importance of business model; General categories of business model: standard business models, and disruptive business models; Business model canvas; Reasons for the use of business model canvas; Building blocks of business model canvas; Developing business model canvas (Example); Lean canvas; Blocks of lean canvas; Building lean canvas (Example).

## **IV. Building Suitable Business Plans**

**L.H.5**

Concept of business plan; Significance of business plan; Reasons for writing a business plan; Developing a business plan: who reads the plan; points of view for preparing a business plan; Format of business plan; Guidelines for preparing a business plan; Outlines of business plan; Exercise of preparing a business plan (for each of students).

## **V. Creating and Managing New Venture**

**L.H.6**

Preparing the ethical and legal foundation: establishing a string ethical culture for a firm, dealing effectively with legal issues, obtaining business license and permits, choosing a form of business organization; Assessing a new venture's financial strength and viability; Building a new venture team: new venture creation, and liability of newness as a challenge; Overcoming the lack of business experience; The management team and key employees; Getting finance and funding: the importance of getting finance and funding, sources of personal financing, and sources of debt and equity financing; Creating sources for financing and funding.

## **VI. Managing the Growth of Entrepreneurial Firm**

**L.H.6**

Unique marketing issues: selecting a market and establishing a position, branding, marketing mixes for new ventures, and sales process and related issues; Intellectual property: four key forms of intellectual property – patent, trademark, copyright and trade secret; Conducting intellectual property audit; Preparing for and evaluating the



challenges for growth: prepare for growth, reasons for growth, managing growth, and challenges of growth; Strategies for firm growth: internal growth strategies, and external growth strategies.

### **Basic Textbook**

1. Barringer, R.B. and Ireland, D.R. *Entrepreneurship: Successfully Launching New Ventures*. New Delhi: Pearson Education.

### **Reference**

1. Kuratko, D.F. and Rao, P.V. *Entrepreneurship: Theory, Process, and Practice*. New Delhi: Cengage Learning.

**RAJARSHI JANAKUNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Third Semester**  
**Attachment (Internship) Program**

Code No. MGT 590

Credit Hours:3

Area of Study: Core

L.H.48

**Objectives**

The course is a cooperative, supervised work experience involving the student, employer, and the college. Attachment (Internship) program is an opportunity for students to develop professional roles and applied experience in a professional business/organizational setting. This is intended to be an experiential and practical opportunity in which students are responsible in securing, maintaining and successfully completing the internship. The attachment (internship) program is supervised and evaluated by the MBA Program Director.

**Purpose of the Attachment (Internship) Assignment**

- To provide students a real life experience and exposure. It enables the intern to gain first-hand exposure of working in the real life which is remarkably valuable towards the intern's career;
- To allow the intern to harness the skill, knowledge and theoretical practice been taught in the university;
- To provide the intern with an opportunity to apply the knowledge in real work situation thereby closing the gap between academic work and the actual practice;
- To develop intern's confidence and professionalism;
- To provide information and to develop networks that interns can use to evaluate their preparation for full-time work, plan their careers, and obtain jobs upon graduation; and
- To improve interns' work-related proficiencies such as written and interpersonal communication skills.

**Attachment (Internship) Duration and Evaluation**

The attachment program shall be of eight to ten weeks duration. It shall take place during the third semester of the MBA program. Students shall be required to present the Attachment Project Report (APR) in the prescribed format. The evaluation of the APR shall be based on confidential report of the host organization (40 percent) and

presentation of the APR in a seminar (60 percent). The APR will be evaluated by internal and external examiners appointed by the Dean.

### **Attachment Report Structure**

Internship reports should be short, sharp, and concise. They are factual papers, and need to be clear and well-structured. These reports are written to communicate the observations, facts, results and findings of attachment (internship) study. These reports generally set out and analyze an organizational situation, and make recommendations for future action.

### **Format of the APR Report**

#### **Chapter I Introduction**

- Background of the APR assignment
- Organizational Selection
- Objectives
- Research questions
- Significance
- Literature Review
- Industry Profile

#### **Chapter II Research Methods and Critical Analysis of the Job Performed**

- Research and data collection methods used
- Profile (respondent/organization/situation)
- Organizational Analysis – Historical Background, Nature of Business, Structure, Departments, Products/Services, Business Volume, Total Staff Strength, Market Position, Consumers' Base, Competitors, Mission and Vision, Shareholding, Partnership/Strategic Alliance if any
- Functions of the Office/Branch where You Worked
- Tasks assigned to You, Work Schedule and Timing
- Describe the Activities/Task You Performed
- Data Presentation (if Applicable)
- Analyze the Activity/Task You Performed
- Problem Identification
- Results and Discussion

#### **Chapter III Summary, Conclusion and Practical Implications**

- Summary
- Conclusion
- Field Experiences
- Gaps found between theory and practice
- Recommendations to the College and the concerned organization

#### **References**

#### **Attachments**

## **General Typing and Spacing Guidelines**

- **Length of the Report and Citation**
  - Minimum words required for the Attachment Report – 30 - 35 pages
  - For citation and referencing use APA style
  
- **Fonts and Spacing**
  - Times New Roman
  - 16 point font for the title in the cover page
  - 14 point font for chapter headings
  - 12 point font for chapter contents
  
- **Page Margins and Spacing**
  - Margins: Top, bottom and right 1” and left 1.5”
  - 1.5 line-space
  - Alignment: Justified
  - Spiral binding
  - Page numbers should appear at the top right hand side of the page
  - Electronic copies must be in Microsoft Word format.
  - Make sure it is neat, well organized and relevant to the topic. Make it as professionally sound as you can.

*Title Page*

*APR for MBA*  
**HRM POLICIES AND PRACTICES IN XYZ COMPANY**

*Submitted by*  
Name of the Internee  
RJU Registration Number  
Examination Roll Number

*Submitted to*  
Faculty of Management, RJU

Month, Year  
Janakpurdham, Nepal

# Fourth Semester

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Fourth Semester**  
**Business Environment and Strategic Management**

Code: MGT 621

Credit Hours: 3

Area of Study: Core

L.H. 48

**Course Objectives**

The objective of this course is to expose students to strategic issues involved in attaining and sustaining core competence and a competitive edge for the organization. Students will learn to think strategically about a company, its business position, how it can gain a sustainable competitive advantage and formulate plans to ensure organizational sustainability. The course is also designed to require students to utilize knowledge gained from previous courses for the design and implementation of business strategies and policies.

**Course Description**

The course is structured around defining the characteristics of a sound strategic management process, analysis of external market forces and internal organizational challenges. Next, the course will address the key elements in developing a strategy and how the opportunity for "competitive advantages" has become central to the firm's existence. The course will basically focus on analyzing issues, opportunities and challenges inherent when a firm attempts to implement a strategy.

**Learning Outcomes**

*After completing this course, students will be able to:*

- Explain the strategic management concept and process; the nature of strategy formulation, implementation, and evaluation activities; and the key terms of strategic management;
- Explain the nature, complexities and opportunities in Nepalese business environment;
- Conduct an external analysis of the major external forces that affect organizations and assess the impact of social, economic, political and global forces on the design, implementation of strategic plans;
- Conduct an internal analysis of a firm's culture and the functional areas to uncover the firm's key strengths and weaknesses;
- Demonstrate knowledge of the nature and role of vision and mission statements

- in strategic management and be able to write good vision and mission statements;
- Describe the generic and business-specific factors that reflect a company's overall operational performance, and its performance in its business units and functional business areas;
- Design corporate, business and functional strategies according to external environment and internal capabilities;
- Demonstrate knowledge of the key issues of strategy review, evaluation, and control.

## **Course Contents**

### **I. Concept and Nature of Strategic Management L.H. 4**

Concept and process of strategic management; Relationship between a company's strategy and its business model.

### **II. Strategy Formulation L.H.7**

Developing strategic vision and mission for a company; Setting strategic objectives; Balanced scorecard; Company goals and company philosophy; Hierarchy of strategic intent; Merging the strategic vision, mission, objectives into a strategic plan.

### **III. Analyzing Nepalese Business Environment L.H.10**

Concept, components, process and techniques of environmental analysis; Socio-economic, political regulatory and global environment; Agriculture, energy, trade and technological environment in Nepal; Analyzing a company's external environment; Industry Analysis – Porter's competitive environment analysis; Analysis of internal environment – value chain analysis, functional approach, Resource based view and benchmarking.

### **IV. Generic and Grand Competitive Strategies L.H.6**

Low cost; Differentiation; Strategic alliances; Collaborative partnerships; Outsourcing strategies; Formulating long term objectives for grand strategies – concentration, innovation, integration and diversification.

### **V. Strategic Analysis and Choice Techniques L.H.8**

Multi-business scenario: BCG and GE nine cell matrix; Single business scenario: SWOT analysis, Grand strategy selection matrix and grand strategy cluster; Strategic issues in not-for-profit organizations; Strategic Issues in international business.



## **VI. Strategy Implementation**

**L.H.6**

Operational strategy; Annual objectives; Developing functional strategies; Developing and communicating policies; Institutionalizing the strategy, structure, leadership; Organizational culture; Ethical process and corporate social responsibility.

## **VII. Strategic Control and Audit**

**L.H.4**

Strategic control guiding and evaluating strategies; Establishing strategic controls; Operational control systems; Monitoring performance and evaluating deviations; Challenges of strategy implementation.

### **Texts and References**

1. Pearce, J. A. and Robinson, R. B. *Strategic Management: Formulation, Implementation and Control*. New Delhi: Tata McGraw Hill.
2. David, F. R. *Strategic Management: Concepts and Cases*. New Delhi: Pearson Education.
3. Dess, G. G., Lumpkin, G. T. and Eisner, A. B. *Strategic Management*. New Delhi: Tata McGraw Hill.
4. Pant, P. R. and Bajracharya, P. *Business Environment in Nepal*. Kathmandu: Buddha Publications.
5. Harrison, A. *Business Environment in a Global Context*. New Delhi: Oxford University Press.
6. Pitts, R. A. and Lei, D. *Strategic Management Building and Sustaining Competitive Advantage*. Thomson South –Western.
7. Hill, C.W.I. and Jones, G. R. *Strategic Management: An Integrated Approach*. New Delhi: BIZTANTRA.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Fourth Semester**  
**Corporate Responsibility and Governance**

Code No.MGT 545

Credit Hours:2

Area of Study: Core

L.H.32

**Course Objectives**

This course is designed to help students to explore, recognize and understand the multiple paradoxes related to the study and application of corporate social responsibility and governance in organizations. The course will help students to relate the corporate governance and social responsibility practices of an organization to its performance. Students should embrace the belief that corporations need to be socially responsible, as well as sensitive to environmental concerns. The course will use practical examples and approaches both from within Nepal and abroad.

**Course Description**

The topics included in this course include the role and responsibilities of shareholders (principals), the boards of directors (the principals' representatives), and the executive management (agent). The course will examine the policies and practices of regulatory agencies in promoting corporate governance, and how transparency, accountability, responsibility, and fair and equitable treatment of all shareholders help improve corporate governance and reduce agency conflicts between principals, management, and the board of directors.

**Learning Outcomes**

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

- Understand the principal theories, concepts and principles of corporate social responsibility and governance;
- Describe the principles and models practiced across the world associated with corporate social responsibility and governance;
- Understand the role which corporate social responsibility, ethics and governance play in retaining public confidence in business organizations;

- Identify the various stakeholders the firm must manage and the responsibilities the firm has towards them;
- Understand the regulatory framework and implementation issues of CSR initiatives in Nepal;
- Explain the role of audits in corporate responsibility and governance;
- Appreciate the range of issues contributing to the area of ethics, corporate social responsibility and governance.

## **Course Contents**

### **I. Introduction**

**L.H. 8**

Concept and essential characteristics of corporate governance; Importance of corporate governance; Theories of corporate governance; Shareholder view vs. stakeholder view; Governance and management; Principles of good corporate governance structures; Various corporate governance mechanisms; Emerging issues in corporate governance.

### **II. Agency Problems and Control Mechanisms**

**L.H.10**

Directors' role and duties; Board structure and accountability; Functions of independent non-executive directors; Ownership structure and protection of minority shareholders; Concept and meaning of investor protection; Investor protection and corporate governance in Nepal; Shareholder activism and institutional investors; Financial reporting and corporate disclosures.

### **III. Models of Corporate Governance**

**L.H.7**

Corporate governance models across the world - German, Japanese, Anglo-American, Social control, and Indian Models; Importance of CG models; OECD principles on corporate governance; Corporate governance practices and issues in Nepal.

### **IV. Managing CSR and Stakeholder Relations**

**L.H. 11**

Business, society and natural environment; Concept and nature of CSR; Development of and debates on the concept of CSR; Notions of corporate citizenship and social performance; Identifying stakeholders; Internal and external stakeholders; Socially responsible investment; Human rights and CSR; Corporate code of ethics; Setting up a relational strategy; Communicating social responsibility - CSR and financial reporting and auditing; CSR as an extended model of corporate governance.

### **V. Regulatory Environment of CG and CSR**

**L.H.9**

Concept of regulatory system; Overview of the legal and regulatory framework; Social and environmental issues; Corporate responsibility and governance issues in

Nepal; Recent reform initiatives in CG and CSR in Nepal, Institutionalisation of CG and CSR in Nepalese organisations.

**Texts and References**

8. Clarke, T. *Theories of Corporate Governance: The Philosophical Foundations of Corporate Governance*. New York: Routledge.
9. Blowfield, M. and Murray, A. *Corporate Responsibility*. New Delhi: Oxford University Press.
10. Clark, T. and Branson, D. *The SAGE Handbook of Corporate Governance*. London: SAGE Publications.
11. Tricker, B. *Corporate Governance: Principles, Policies, and Practices*. New Delhi: Oxford University Press.
12. Crane, A. and Matten D. *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*. New Delhi: Oxford University Press.

# Specialization-II

# Specialization-III

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Fourth Semester**  
**DISSERTATION AND WRITING GUIDELINES**

Code No.MGT 619

Credit Hours: 3

Area of Study: Core

L.H.48

### **Introduction**

These guidelines provide MBA students at RJU with essential information about how to prepare and submit dissertations in a format acceptable to the Faculty of Management. The topics range from introduction to the dissertation project, proposal writing, length of the report, writing style, report composition, structure and evaluation to the completion of required formats and forms.

### **What is a Dissertation?**

A dissertation is an essay that advances a new point of view or argument based on research as a requirement for an MBA degree. The project explores business questions as they relate to industry, business and management practices, focusing on findings in related research plus methodological alternatives. A dissertation thus involves conceptualizing, planning, implementing, and writing a report, which extends the knowledge of the subject area under investigation.

### **The dissertation is a required component of the MBA degree.**

RJU requires its MBA students to undertake a dissertation project which is field-based and extensive scholarly research work. It involves a significant amount of research work, and, depending on the subject, may require students to conduct interviews, surveys and gather primary and secondary resources. This assignment gives students the valuable opportunity to delve into interesting research for a greater depth of learning in their area of specialization. A dissertation is thus a piece of original scholarship written under the direction of a faculty advisor.

### **Objectives of the Dissertation Project**

The purpose of dissertation writing is to document a student's scholarly activity in a formal structure. The dissertation is intended to provide students with an opportunity to synthesize and apply the knowledge gained from their related coursework, focusing on a particular area of interest. It also enables students to generate a level of expertise not otherwise possible by delving deep into an area of their specific interest.

This assignment thus specifically aims to develop knowledge, skills and attitudes necessary for the conduct of individual research at a level which will make a distinct contribution to knowledge. Students are expected to demonstrate the use of appropriate research, methodology, and written skills through the preparation and presentation of a substantial investigation. The assignment should demonstrate the following:

- Awareness and understanding of important current work in the field;
- Ability to plan a research activity;
- Knowledge and motivation to carry out the planned research activity;
- Ability to analyze the results of the research;
- Ability to draw reasonable conclusions from the research;
- Ability to complete a written description of the work in the form of a well-written, properly organized report;
- Ability to make oral presentation in faculty and professional meetings.

### **What is involved in writing a Dissertation?**

The following activities will be involved in the dissertation report writing:

- Selecting a research issue and relevant topic for the study.
- Preparing a research proposal.
- Searching the relevant literature.
- Extracting the relevant information from these literature sources.
- Developing a conceptual/theoretical framework related to the problem or issue.
- Collecting, organizing and analyzing the data effectively.
- Drawing inferences and conclusions.
- Writing a dissertation report.

### **Dissertation Proposal**

The research proposal is a way of thinking clearly about the destination we want to get to, the means of getting there and the arrangements we have to make in order to undertake the research. Without such a proposal, one might very easily get lost. The proposal is, in effect, a plan in which the student sets out a statement of his/her intended investigation and the methods by which he/she will conduct the work. A dissertation proposal is therefore a useful document for the student, his/her supervisor, and the faculty members interested in that research issue.

At the beginning of any dissertation project, it is usual to write a proposal that identifies the key objectives, methods and resources involved in conducting the research. Once the student decides upon his/her topic and research question(s), a proposal has to be prepared for submission to the Research Committee of the Faculty of Management.



The proposal needs to outline in fairly detailed form the nature and intent of the dissertation as outlined below:

- Context or background of the proposed study
- Statement of the problem
- Objectives of the study
- Research questions/hypotheses
- Significance of the study
- A brief review of the latest available literature
- Proposed research design and methods
- References

Before the students proceed with their dissertation writing, the proposal must be approved by the Research Committee. Students need to be sure to get approval from their supervisors for any changes they intend to make in their dissertation proposal.

### **How to Structure a Dissertation?**

A research report is a formal account of how a research project was conducted and what it found out. A dissertation report should be made up of the following:

- Title page
- Declaration
- Acknowledgements
- Executive Summary
- Table of Contents, List of Tables and Figures
- Abbreviations

The core chapters of the dissertation:

- Chapter 1 Introduction
- Chapter 2 Literature Review and Conceptual Framework
- Chapter 3 Research Methodology
- Chapter 4 Data Analysis and Discussion
- Chapter 5 Summary, Conclusion and Implications
  
- Reference List
- Appendix

### **Executive Summary**

The summary should contain a brief overview of the research and the most important results (usually one and half a page).

## **Introduction**

This chapter contains background information about why the student intends to do the work. It should contain a short description of the problem. If possible, what has already been done (literature)? What gaps remain in the research, and how can one contribute to that field? So it should end with an aim or goal. It could also include a hypothesis, if the student is expecting something specific to come out. The introduction chapter should deal with:

- Establishing the research topic, giving necessary background information to contextualize the work
- Narrowing down the focus and defining the scope of the research
- Discussing the state of existing research on the topic, showing the relevance of the study to a broader problem or debate
- Stating research questions, objectives and hypotheses
- Giving an overview of the dissertation's structure

## **Literature Review and Conceptual Framework**

Before starting the research, the student should have conducted a literature review to gain a thorough understanding of the academic work that already exists on the topic. This means:

- Collecting sources (e.g. books and journal articles) and selecting the most relevant ones.
- Critically evaluating and analyzing each source.
- Drawing connections between them (e.g. themes, patterns, conflicts, gaps) to make an overall point.
- Developing a conceptual framework (or theoretical framework) towards the end of the literature review, which will then be tested in actual research.

## **Research Methodology**

The contents of this chapter should include:

- The overall approach and type of research (e.g. qualitative, quantitative, or mixed method).
- Methods of sample selection.
- Methods of collecting data (e.g. interviews, surveys, documents).
- Details of where, when, and with whom the research took place.
- Methods of analyzing data (e.g. statistical analysis and qualitative analysis).
- Tools and methods used (e.g. models, computer, software).
- A discussion of any obstacles (limitations) faced in conducting the research and how these were addressed.

The aim in the methodology is to accurately report what the researcher did, as well as convincing the reader that this was the best approach to answering the research questions or objectives. This chapter is always written in the past.

## **Data Analysis and Discussion**

### ***Data Analysis***

Since it is very difficult to separate analysis from discussion, they are often combined in one chapter. Data analysis is often represented in figures and tables. Data and figures are often self-explanatory. Hence, they need not be repeated and explained in the text. Interpretations of the data and results are important. Results should be used to answer the aims/questions or hypotheses that were formulated in the introduction chapter of the dissertation.

Data is analyzed statistically and results are presented and interpreted. Concisely, each relevant result is stated, including relevant descriptive statistics (e.g. means, standard deviations) and inferential statistics (e.g. test statistics,  $p$ -values). Data analysis results should be related to the research questions and hypotheses.

### ***Discussion***

This section is the most important section of the report. The discussion is where we explore the meaning and implications of our results in relation to our research questions and hypotheses. Hence, we should interpret the results in detail, discussing whether they meet our expectations and how well they fit with the framework that was built in the second chapter.

The discussion will consist of argumentation. In other words, we investigate a phenomenon from several different perspectives. To discuss means to challenge our findings and consider alternative interpretations. This is thus an opportunity to show that the student has understood the significance of the findings.

## **Summary, Conclusion and Implications**

This chapter should contain the most important findings. We should start by mentioning our aim, so people know why we did the work. However, all the results should not be mentioned again in detail. Only a description of the results as an overview is to be given. In other words, only key facts from our research findings are to be mentioned to help explain our results as needed.

The conclusion is a kind of theorization. The conclusion basically deals with what kind of implications our results have. The research is compared and evaluated in the context of existing theories, and comments on its success and effectiveness are made.

The implications of this research for furthering understanding of the research problem need to be explored. The student should also indicate some areas where the research has limitations and where further research would be useful. In conclusion, it is important to leave the reader with a clear impression of why this research matters. What have we added to what was already known?

## **References**

All references given in the text shall be listed at the end of the dissertation in alphabetical order by the surname of the author in the required format of APA.

## **Appendices**

Detailed information or data which may increase the usefulness of the dissertation for subsequent researchers, but which are too detailed for inclusion in the main body of the dissertation may be included as appendices. Appendices must be numbered with upper case roman numerals and separate from the text.

## **Final Dissertation Layout**

The dissertation must begin with a title page, executive summary and a table of contents page which must be numbered. It should also include a dedication and/or acknowledgements page between the title page and the contents page.

RJU requires two hard copies (to be accompanied by an electronic copy in the form of a CD) of the final dissertation printed and bound as follows:

- The dissertation must be typed on A4 sized paper.
- The text must have 1.5 line spacing and a 12 p. font.
- Margins must be 3 cm on the left side, 2.17cm on the right and 2 cm top and bottom margin.
- Alignment must be justified.
- Chapter and section headings emboldened.
- Must contain a table of contents page at the start.
- The report must have page numbers (bottom centre is recommended).
- Beginning with the first page of the main body of the text, pages are numbered consecutively with Arabic numerals (1, 2, 3, 4, etc.). All pages preceding the first page of the body are counted and numbered with lower case Roman numerals (ii, iii, iv, etc.). The title page is counted but the number is not printed on the page.

- Figures and tables should be inserted at the appropriate place in the text. Figures must have numbers and captions under the figures. Tables have their titles and numbers above.
- Text materials should be typed on one side of the paper. The manuscript is to be neat in appearance and without error.
- Report writing format should follow the APA styles of citation and references.

### **Length of the Dissertation**

The length for the dissertation report shall be around 16,000 - 17,000 words (approximately 60 - 65 pages) for MBA degree. This length is exclusive of the materials included in appendices.

### **Evaluation of the Dissertation**

The dissertation shall be evaluated by two examiners, one of whom shall be the faculty member of RJU. The internal examiner shall be appointed by the Research Committee and the external examiner by the Examination Section, Office of the Dean, Faculty of Management.

Students shall be required to attend the viva-voce examination. The weightage given for viva and the dissertation report shall be 25% and 75% respectively.

### **Reference Book**

For styles of citation and references and for report writing formats, please refer to:  
Prem R.Pant (2015). *Social Science Research and Thesis Writing*. Kathmandu: Buddha Publications.

*Example of the Title Page*

**TITLE OF THE DISSERTATION**

**Candidate's Full Name**

Roll No.

Registration No.

*A Dissertation Submitted to*  
Office of the Dean, Faculty of Management  
**Rajarshi Janak University**

*In partial fulfillment of the requirements for the degree of*  
**Master of Business Administration**

Janakpurdham  
Month, Year

## Certificate of Authorship

On the page just before the table of contents, the following certificate signed by the candidate certifying the original authorship of the dissertation is to appear:

*I hereby certify that I am the author of this document and that any assistance I received in its preparation is fully acknowledged and disclosed in the document. I have also cited all sources from which I obtained data, ideas, or words that are copied directly or paraphrased in the document. Sources are properly credited according to the guidelines of Faculty of Management, RJU.*

Name of the Candidate  
Signature

Date

## APPROVAL SHEET

We, the undersigned, certify that we have carefully read the dissertation report and conducted the viva-voce examination of the candidate. We are fully satisfied with the quality and academic standard of the dissertation report. The candidate has defended his/her research work very satisfactorily. We therefore recommend that the dissertation entitled.....  
....., submitted by ..... be accepted as partial fulfilment of the requirements for the award of the degree of Master of Business Administration (MBA) of Rajarshi Janak University.

\_\_\_\_\_  
Dissertation Supervisor  
Signature

\_\_\_\_\_  
Internal Examiner  
Signature

\_\_\_\_\_  
External Examiner  
Signature

\_\_\_\_\_  
Dean/Chairperson, Research Committee  
Signature

Date



# Elective Courses

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Second Semester**  
**Project Management**

Code No.MGT683

Credit Hours:2

Area of Study: Elective

L.H.32

**Course Objectives**

The aim of this course to allow students to initiate and manage projects efficiently and effectively. Students will learn key project management skills and strategies, and they will have the opportunity to apply this knowledge through assignments. Students will get opportunity to explore project management with a practical, hands-on approach through case studies and class exercises.

**Course Description**

This course guide students to develop the competencies and skills for planning and controlling projects and understanding interpersonal issues that drive successful project outcomes. This course provides students with the fundamental project management tools and behavioral skills necessary to successfully launch, lead, and realize benefits from projects in profit and nonprofit organizations. Major topics will include: modern project management, organization strategy and project selection, defining the project, estimating project times and costs, developing a project plan, managing risk, scheduling resources and costs, leadership and managing project teams, outsourcing, progress and performance management and evaluation, project audit and closure.

**Learning Outcomes**

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

- Understand project management design, development, and deployment
- Use project management tools, techniques, and skills
- Employ strategies to address the issue of resistance to change
- Align critical resources for effective project implementation
- Identify and use key performance metrics for project success
- Understand how to manage project cost, quality, and delivery
- Engage and lead effective project management teams in your organization
- Recognize and mitigate the early seeds of failure in the project life cycle

## Course Contents

- I. Modern Project Management** **L.H.3**  
Definition of a project, importance of project management, project life cycle, project management today.
- II. Organization Strategy and Project Selection** **L.H.3**  
The strategic management process, need for an effective project portfolio management system, a portfolio management system, applying a selection model, managing a portfolio system.
- III. Defining the Project** **L.H.3**  
Defining the project scope, establishing project priorities, creating the work breakdown structure, integrating the WBS with the organization, coding the WBS for the information system, process breakdown structure, responsibility matrices, project communication plan.
- IV. Estimating Project Times and Costs** **L.H.4**  
Factors influencing the quality of estimates, estimating guidelines for times, costs, and resources, top-down versus bottom-up estimating, methods of estimating project times and costs, level of detail, types of costs, refining estimates, creating a database for estimating.
- V. Developing a Project Plan** **L.H.3**  
Developing a project network, from work package to network, constructing a project network, Activity-on-Node (AON) fundamentals, network computation process, using a forward and backward pass information, level of detail for activities, practical considerations, extended network techniques to come closer to reality.
- VI. Managing Risk** **L.H.4**  
Risk management process: risk identification, risk assessment, risk response development, and risk response control, contingency planning, contingency funding and time buffers, change control management.
- VII. Scheduling Resources and Costs** **L.H.4**  
Overview of the resource scheduling problem, types of resource constraints, classification of a scheduling problem, resource allocation methods, splitting activities, benefits of scheduling resources, assigning project work.
- VIII. Leadership and Managing Project Teams** **L.H.3**  
Managing versus leading a project, managing project stakeholders, social network building, building trust, qualities of an effective project manager, five-stage team

development model, situational factors affecting team development, building high-performance project teams, managing virtual project teams, project team pitfalls.

- IX. Progress and Performance Measurement and Evaluation** **L.H.3**  
Structure of a project monitoring information system, project control process, monitoring time performance, development of an earned value cost/schedule system, developing a status report, indexes to monitor progress, forecasting final project cost, other control issues.
- X. Project Audit and Closure** **L.H.3**  
Project audits, project audit process, project closure, team, team members, and project manager evaluations.

### **Basic Texts**

1. Gray, C.F. and Larson, E.W. *Project Management: The Managerial Process*. New Delhi: Tata McGraw Hill Education Private Limited.

### **References**

1. Maylor, H. *Project Management*. New York: Pearson Education Limited.
2. Meredith, J.R., Shafer, S.M. and Robbins, S. P. and Mantel, S. J. *Project Management: A Strategic Managerial Approach*. New Jersey: Wiley.

# **RAJARSHI JANAK UNIVERSITY**

## **Faculty of Management**

### **Master of Business Administration (MBA)**

#### **Second Semester**

## **Bank Operations Management**

Code No. FIN 650

Credit Hours:2

Area of Study: Elective

L.H.32

### **Course Objectives**

The aim of the course is to undertake a critical study of selected concepts, trends and recent developments in banking sector and its practice. This course provides opportunities to explore the nature of banking business, the development of recent banking issues and thoughts, and the changing nature of banking. Special attention will be given to contemporary banking issues and the emerging complexities of banking and financial sector functions in national and international arena.

### **Course Description**

This course will equip students with a comprehensive knowledge and skill of banking and analyzing the nature of banking business. Major topics will include the banking and financial sector issues. It also includes concepts and issues like banking policies and rules, regulation and supervision, issues of banking access and financial inclusion, corporate governance in BFIs, risk management framework of BFIs, merger and acquisition issues of BFIs, financial consolidations issues, AML/CFT, pricing issues in banking business, credit and investment management, internal control and audit practices of banking business, management and HR Issues in banking sector, technological issues in banking, changing nature of banking landscape.

### **Learning Outcomes**

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

- Enhance the knowledge on recent banking and financial sector issues around the world;
- Explain the latest developments in banking and financial sector;
- Understand the banking governance and its importance;
- Understand the basic policies of BFIs, Regulation and supervision techniques;
- To know the banking functions and activities in modern era;
- AML/CFT issues of BFIs;
- Understand the changing nature of banking landscape in national and international arena;
- Understand the technological issues of BFIs;

## Course Contents

### **I. An Overview of Banking** **L.H.2**

An overview of banking concepts, importance and functions of banking; changing role of banking and financial sector; challenges and contemporary issues in banking, Gen-next banking

### **II. Regulation and Supervision** **L.H.4**

Concept and Issues, Techniques/Methods/Tools of Supervision, Compliance based Vs Risk based supervision, Macro prudential supervision, Supervision agency, different between supervision, investigation and auditing, **Pricing in BFIs**: Spread rate, interest rate corridor, base rate, OMO, Fixed vs Floating pricing

### **III. Financial Outreach /Access** **L.H. 2**

Concept of Financial Access/outreach, Measurement of Financial access/outreach: Micro finance policy, Micro finance activities, Issues of cooperatives, Provision of priority sector and deprived sector lending, National international practices, recent issues

### **IV. Credit Management** **L.H. 3**

Concepts and issues, Types of credit/loan, Project appraisal and feasibility, credit assessment process, SOL and sectoral limit, consortium and *Paripasu*, Relation with debt/equity ratio and paid up capital, Non-Performing Loan (NPL) and Non-Performing Assets: Latest situation of NPL and NPA/NBA, Categories of NPL in Nepalese context, Causes of NPL, loan classification techniques, loans based on sector, collateral, payment mode, Issues on Margin lending loan and real estate loans, Retail/consumer loan, Off balance sheet issues

### **V. Corporate Governance** **L.H. 2**

Issues Related to governance, Ownership pattern and concentration, BOD guideline, roles and responsibilities and facilities, disclosure and transparency, audit committee provisions, small shareholder protection, Fairness and soundness, OECD Principles of CG

### **VI. Policies and Acts** **L.H. 3**

Banking Policies and Acts, NRB Act, BAFIA; Monetary policy of current year, NRB Directives and Guidelines to BFIs, Banking offence and punishment act, Licensing process and policy, other related policies, **Capital and Capital Fund**: Concepts and provisions of capital and capital fund in Nepalese context, PCA

bylaw and its issues, national international practices, BASEL core principles, BASEL II and III provisions

**VII. Audit/Internal control of BFIs** **L.H.1**

Concept and issues, internal audit appointment, roles and responsibility, audit committee roles and responsibility, external audit process and practices, Due Diligence Audit

**VIII. Banking Risk Management** **L.H.2**

Concepts and issues, Types of banking risk, Risk identification, measurement, monitoring and control, Risk profile, **HR Issues and Management Practices:** HR issues of BFIs, Staff and CEO compensation issues, HR acquisition, development, motivation and retention

**IX. Merger and Acquisition** **L.H.2**

Financial consolidation issues, Merger issues, pre-merger and post-merger issues, merger and acquisition bylaws

**X. Banking Technology and IT** **L.H.2**

Concepts and issues, Core banking system, importance of system, ATM, Mobile banking, IT and software, Hardware, Branchless banking and technological issues, FinTec, RegTech and SupTech

**XI. AML/CFT** **L.H.2**

Concepts and origination, Objectives and Importance, Techniques of AML, AML consequences to the economy, FATF, APG and EGMONT Group, FIU Nepal, AML/CFT Guidelines and directives issued by NRB, Practical aspects

**Basic Texts**

1. Gup, B. E., &Kolari, J. W. *Commercial banking: The management of risk.* John Wiley & Sons Incorporated.
2. Case for issues: GenNext Banking by KC Chakrabaarti

**References**

1. Economic Survey Published by Ministry of Finance ([www.mof.gov.np](http://www.mof.gov.np))
2. Monetary Policy issued by NRB ([www.nrb.org.np](http://www.nrb.org.np))
3. NRB Act, BAFIA, Bylaws, Guidelines
4. Unified Directives for licensed bank and financial institutions issued by NRB ([www.nrb.org.np](http://www.nrb.org.np))
5. Major Financial Indicators of Nepal ([www.nrb.org.np](http://www.nrb.org.np))
6. Magazines, economic news portals and other news sources

# **RAJARSHI JANAK UNIVERSITY**

## **Faculty of Management**

**Master of Business Administration (MBA)**

**Second Semester**

### **Management of Cooperatives**

Code No. FIN 649

Credit Hours:2

Area of Study: Elective

L.H.32

#### **Course Objectives**

The aim of the course is to provide appropriate knowledge of cooperative management to the students by understanding the concepts, functioning and operations of cooperatives in the context of Nepal. Students will be able to apply this knowledge for managing cooperatives effectively and efficiently. This course also expects to motivate students to engage in cooperative sector for its institutional development by utilizing local resources.

#### **Course Description**

This course provides opportunity to develop understanding and basic skills of students in managing cooperative enterprises successfully. Major topics will include concepts of cooperation; principles of cooperative, cooperative movement in Nepal; functional, financial, human resource and marketing management of cooperative; and regulation of cooperative business.

#### **Learning Outcomes**

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

- Understand the concepts of cooperation and cooperatives with their basic philosophies;
- Discuss the various principles of cooperatives and to what extent these are relevant to Nepalese context;
- Explain evolution of cooperative and changing role of key players in the cooperative movement of Nepal;
- Describe how the functional management takes place in cooperative enterprise and how meetings are conducted in cooperatives;
- Describe key business functions such as finance, marketing and human resource in the context of cooperatives.
- Assess the socio-economic performance of cooperatives using various internationally accepted approaches;
- Appreciate the significance of cooperative institutions for fighting against poverty and securities in the context of developing countries like Nepal;



- Evaluate the regulatory environment of cooperatives in providing opportunities and understanding threats to their growth and development;
- Apply the managerial concepts and theories in managing cooperatives effectively and efficiently.

## Course Contents

### **I. An Overview of Cooperation L.H.3**

Concept of cooperation; Fundamental and moral values of cooperation; Cooperation versus capitalism & socialism; Pre and Post Rochdale Thinkers on cooperation; Cooperative sector school and Common wealth school; Federal and unitary structure; Small and large size society.

### **II. Forms and Principles of Cooperative L.H.4**

Concept and significance of cooperatives; Forms of cooperatives: Agriculture: fruits and vegetables, Dairy, Bee keeping, Tea and coffee, Savings and credit, Multipurpose, Consumer and Producer; WOCCU international operating principles: Cooperative structure, Services to members, Social responsibilities; International Cooperative Alliance (ICA) seven cooperative principles.

### **III. Cooperative Movement in Nepal L.H.4**

Milestones of cooperative movement in Nepal; Cooperative and economic development; Cooperative and human securities; National Cooperative Development Board: Roles, functions, structure and power; National Cooperative Federation of Nepal: Roles and functions; Issues in cooperative movement in Nepal.

### **IV. Functional Management of Cooperatives L.H.5**

Organizational structure of a cooperative; Qualification of Member; Role of registrar; Board of directors: functions, powers and duties/responsibilities; Management committee; Audit committee: Right, duties and responsibilities of account supervising committee of co-operative; Reporting system of cooperative to department of cooperative; Need of leadership in cooperative management.

### **V. Financial Management in Cooperative L.H.4**

Differences of Cooperative accounting from double and single entry; Four types of accounts in co-operatives Statement of receipts and payments; Performance evaluation using WACCU model; Credit risk management and Use of FinTEch in credit cooperative; MIS for cooperatives.

### **VI. Marketing Management of Cooperatives L.H.3**

Concept of cooperative marketing; Objectives and role of cooperative marketing; Cooperative marketing approach; marketing research; Digital marketing; Marketing intelligence; Integrated marketing.

**VII. Human Resource and Meeting Management in Cooperatives** **L.H.3**

Role of human resource in cooperatives; Organization of HR function in cooperatives; Job analysis; Training and development; Meetings in cooperatives: Needs, Types and Procedures of meetings; Emerging issues of HR in Nepal's cooperatives.

**VIII. Regulation of Cooperatives in Nepal** **L.H.6**

Need for regulation; Cooperative as third pillar of National economy; Cooperative rules 2075; Cooperative Act 2074; National Cooperative Policy 2069; Cooperative act for village councils and municipalities 2074; Corporate governance in cooperatives; Federal structure of cooperatives regulatory institutions; Issues in monitoring and supervision of cooperatives.

**Basic Texts**

1. Jossa, B. *Managing the Cooperative Enterprise: The Rise of Worker-Controlled Firms*. Edward Elgar Publishing.
2. Nakkiran, S. *Co-Operative Management: Principles and Techniques*. New Delhi: Deep and Deep Publications.
3. Sinha, S. K. *Management of Cooperative Enterprises: Principles & Practices*. National Council for Cooperative Training, National Cooperative Union of India.

**References**

1. Hajela, T. N. *Cooperation Principles, Problems and Practice*. Ane Books Pvt Ltd.
2. Kamat, G. S. *New Dimensions of Cooperative Management*. Himalaya Publishing House.
3. Kurimoto, A. K. I. R. A., Draperi, J. F., Bancel, J., Novkovic, S. O. N. J. A., Shaw, L., Wilson, M., & Cracogna, D. Guidance Notes to the Co-operative Principles. *Consult. Em*, 10, 2016.
4. Sharma, N.P. *SahakariSambandhiRastriyaKanoonRaNeeti*. Kathmandu: Pairavi Book House.
5. Zopounidis, C., Kalogeras, N., Mattas, K., VanDijk, G., & Baourakis, G. *Agricultural Cooperative Management and Policy*. Springer.

<https://nefscun.org.np/>

<https://www.ncdb.org.np/aboutus.php>

[https://www.nrb.org.np/contents/uploads/2019/12/Governors\\_Speeches-](https://www.nrb.org.np/contents/uploads/2019/12/Governors_Speeches-Governors_Presentation_Paper_at_1st_National_Cooperative_Congress_a.pdf)

[Governors\\_Presentation\\_Paper\\_at\\_1st\\_National\\_Cooperative\\_Congress\\_a.pdf](https://www.nrb.org.np/contents/uploads/2019/12/Governors_Speeches-Governors_Presentation_Paper_at_1st_National_Cooperative_Congress_a.pdf)

<https://www.ica.coop/sites/default/files/publication-files/ica-guidance-notes-en-310629900.pdf>

# RAJARSHI JANAK UNIVERSITY

## Faculty of Management

Master of Business Administration (MBA)

Second Semester

### Business Tax Planning

Code No. ACC630

Credit Hours: 2

Area of Study: Elective

L.H.32

#### **Course Objectives**

The course aims at making students aware of the basic taxation laws, including income tax, customs duty and excise duty and the legal approach to tax planning, with a special emphasis on corporate tax planning and management for decision making, in the context of Nepal.

#### **Course Description**

This course familiarizes students with different dimensions of corporate tax planning. It comprises an introduction to tax planning and management, corporate tax planning, tax planning for business decisions, and special tax provisions.

#### **Learning Outcomes**

Corporate tax planning is a specialist field in which students may learn more about the subject. Corporate tax planning is a fascinating subject because it reveals how corporations intend to use various provisions of the Income Tax Act in order to reduce their tax burden. Students and practitioners in this profession must remain up to speed with the Finance Act that is in effect for the current fiscal year.

#### **Course Details**

##### **I. Introduction to tax planning and management**

**L.H. 10**

Concept and objectives of tax and tax planning; Factors and methods; Tax planning and corporate planning; Tax management; Tax avoidance and tax evasion; Difference between tax planning and tax evasion; Scope of tax planning; Tax management; Provisions relating to avoidance of double taxation and Double Taxation Avoidance Treaties; Tax saving schemes for corporates.

##### **II. Corporate tax planning**

**L.H. 10**

Introduction and concept of income tax, customs duty and excise duty; Structure of income tax, customs duty and excise duty; Tax planning relating to capital structure decisions, dividend policy, inter-corporate dividends, amalgamation and merger.

### III. Tax planning for business decisions

L.H. 12

Tax planning with reference to location, nature and forms of organization of new business

Tax planning for various managerial decisions - Own or lease; Make or buy; Product or unit shut down or continue; Repair, replacement, renewal or renovation, procurement of assets- lease vs purchase; instalment vs. HP.

### IV. Special tax provisions

L.H. 16

Tax provisions relating to free trade and industrial zones; Tax provisions relating to infrastructure and backward areas; Depreciation and tax planning; Tax provisions relating to scientific research and pollution control; Tax incentives for exports; Tax deduction and collection at source; Advance payment of tax.

#### Text Books and Basic Reference Materials

1. Ahuja, G. K. and Gupta, R. *Corporate Tax Planning and Management*. New Delhi, Bharat Law House
2. GON, *Income Tax Act, 2058 with amendment*. Kathmandu, Ministry of Finance, Government of Nepal
3. GON, *Income Tax Rules, 2059 with amendment*. Kathmandu, Ministry of Finance, Government of Nepal
4. GON, *Value Added Tax Act, 2052 with amendment*. Kathmandu, Ministry of Finance, Government of Nepal
5. GON, *Value Added Tax Rules, 2053 with amendment*. Kathmandu, Ministry of Finance, Government of Nepal
6. Aryal, K.P. and Poudel, S. P., *Taxation in Nepal*. Kathmandu, (updated) BhundipuramPrakashan Pvt. Ltd.

# Specialization Courses (Finance)

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Investment Analysis**

Code No.FIN 641

Credit hours: 3

Area of Study: Specialization (Finance)

L.H.48

**Course Objectives**

The purpose of this course is to provide students with knowledge of the principles and theories required for investment analysis. It also aims to develop analytical skills to link theory to practice for appraisal of securities and management of investible funds from the perspective of investors.

**Course Description**

This course provides an overview of the investment environment by dealing with investment setting, asset allocation and security selection and describing how securities are traded in the financial markets. It also covers portfolio theory and asset pricing models. Further, it deals with the techniques of the economy, industry and company analysis. Finally, it deals with professional asset management companies and their management.

**Learning Outcomes**

Upon completion of this course the students are expected to be able to:

- Understand the investment environment.
- Explain the organization and operation of securities markets.
- Construct, compare and interpret market indexes
- Form optimal portfolios of risky and risk-free assets
- Understand how assets pricing models and theories predict the prices of assets
- Analyze the economy and the industry for investment
- Perform the company analysis
- Understand the functioning and structure of professional asset management companies

## **Course Contents**

### **I. The Investment Setting L.H.4**

Introduction to investment; Measures of return and risk; Determinants of required rates of return; Relationship between risk and return; Computation of variance and standard deviation of returns.

### **II. Asset Allocation and Security Selection L.H.5**

Individual investor life cycle; The portfolio management process; Input to policy statement; Constructing the policy statement; The importance of assets allocation; Historical risk-returns on alternative investments; Computation of covariance and correlation.

### **III. Organization and Functioning of Securities Markets L.H.8**

Characteristics and organization of securities markets; Primary capital market: Initial public offering (IPO) and further public offering (FPO) and rights offering; Secondary financial market: market orders, margin trading, short sales; Nepal Stock Exchange and Nepal Securities Board.

### **IV. Security Market Indexes and Index Fund L.H.5**

Uses of security market indexes; Factors in constructing market indexes; Stock indexes; Bond indexes; Composite indexes; Comparison of indexes over time; Investing in securities market indexes.

### **V. Portfolio Management L.H.6**

Introduction to portfolio management; Markowitz portfolio theory; Efficient frontier; An overview of capital market theory.

### **VI. Assets Pricing Models L.H. 6**

Capital asset pricing model (CAPM) and security market line; Empirical test of CAPM; Market portfolio; Arbitrage pricing theory; Multifactor models and risk estimation.

### **VII. Market, Industry and company Analysis L.H.8**

Aggregate market analysis; Micro-valuation analysis; Industry analysis; Company analysis; Connecting industry analysis to company analysis.

### **VIII. Professional Portfolio Management, Alternative Assets and Industry Ethics L.H.6**

The asset management industry: Structure and evolution; Private management and advisory firms; Organization and management of investment companies: Valuing

investment company shares, closed-end versus open-end investment companies, fund management fees, investment company portfolio objectives; Investing in alternative classes: hedge fund, private equity; Ethics and regulation in the professional asset management industry.

**TEXT BOOKS**

1. Reilly, F. K. & Brown, K.C. *Investments analysis and portfolio management*. Delhi: Cengage Learning.
2. Bodie, Z., Kane, A., Marcus, A. J. & Mohanty, P. *Investments*. New Delhi: McGraw Hill Education (India).



**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Security Analysis and Portfolio Management**

Code No.FIN 642

Credit Hours:3

Area of Study: Specialization (Finance)

L.H.48

**Course Objectives**

The main objective of this course is to provide necessary analytical skills for evaluating individual securities and for the management of a portfolio. Students will also gain insights into how to analyze common stocks, bonds and derivative securities, and design appropriate investment strategies.

**Course Description**

This course covers the most relevant topics in security analysis and portfolio management. The course begins with an overview of security analysis and portfolio management, moves towards technical analysis, equity valuation, equity and bond analysis, derivative markets and securities and ends with an evaluation of portfolio performance.

**Learning Outcomes**

Upon completion of this course the students are expected to be able to:

- Describe the meaning of securities analysis and portfolio management
- Explain the capital market theories and their relationship with behavioral finance
- Understand technical analysis and its application in analyzing securities
- Evaluate the common stock and bonds by applying various valuation approaches
- Explain various strategies of equity and bond portfolio management
- Understand the functioning of derivative markets and design investment strategies using derivative securities
- Measure and compare portfolio performance using various approaches

## Course Contents

- I. Overview of Security Analysis and Portfolio Management** **L.H.4**  
Overview of investments; Security analysis: Meaning and purpose; Portfolio management process; Client analysis, Risk profiling, Investment strategies for various risk profile; Portfolio management services.
- II. Efficient Capital Market and Behavioral Finance** **L.H.6**  
Efficient capital market: Efficient capital market hypotheses, tests results of efficient of efficient market hypotheses; Behavioral finance: explaining biases, fusion investing; Implications of efficient capital markets: efficient markets and fundamental analysis; efficient markets and portfolio management.
- III. Technical Analysis** **L.H. 6**  
Assumptions of technical analysis; Advantages of technical analysis; Challenges to technical analysis; Technical trading rules and indicators; Efficient markets and technical analysis.
- IV. Equity Valuation** **L.H.6**  
Equity valuation related terms; Top-down versus approach versus bottom-up approach; Discounted cash flows and relative valuation: constant growth, no growth, multistage growth cases; Calculating intrinsic value; Lessons from legends.
- V. Equity Portfolio Management Strategy** **L.H.6**  
Passive versus active management; An overview of passive equity portfolio management strategies; An overview of active portfolio management strategies; Value versus growth investing; Asset allocation strategies.
- VI. Bond Analysis and Portfolio Management Strategy** **L.H.8**  
Global bond market structure; Bond ratings; Bond yield curves; Bond valuation; Bond analysis tools: Implied forward rates, bond duration, bond convexity, bond with embedded options, yield spread analysis; Bond portfolio management: style and strategy; Passive management strategy; Active management strategy; Other strategies.
- VII. Derivative Markets and Securities** **L.H.6**  
Overview of derivative markets; Investing with derivative securities; Relationship between forward and option contract; Use of derivative in portfolio management.
- VIII. Evaluation of Portfolio Performance** **L.H.6**  
Performance measurement: Simple measurement techniques, risk-adjusted portfolio measurement measures, information ratio performance measures; Sortino performance measure; Application of portfolio performance measures; Holding-based portfolio performance measures; The decomposition of portfolio returns; Factors that affect use of performance measures; Reporting investment performance.

### **Texts and References**

1. Rielly, F. K., Brown, K. C., & Leeds, S.J. *Analysis of Investments & Management of Portfolio*. Delhi: Cengage Learning India Pvt. Ltd.
2. Pandian, P. *Securities Analysis and Portfolio Management*. New Delhi: Vikash Publishing House Pvt. Ltd.
3. Pandya, Falguni H. *Security Analysis and Portfolio Management*. New Delhi: Jaico Publishing House.
4. Bodie, Z., Kane, A., Marcus, A. J. & Mohanty, P. *Investments*. New Delhi: McGraw Hill Education (India).

**RAJARSHI JANAKUNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Financial Markets and Institutions**

Code: FIN 643

Credit Hours: 3

Area of Study: Specialization (Finance)

L.H.48

**Course Objectives**

The purpose of this course is to provide students with an in-depth understanding of the financial markets and institutions in general. Upon completion of this course, the students will have the necessary theoretical foundation and be able to analyze contemporary issues of money and capital markets, the central bank, monetary policy, the commercial banking industry and other financial institutions.

**Course Description**

This course provides an overview of the financial markets and institutions with a special emphasis on the determinants of interest rates, central bank and monetary policy, money markets, capital markets, the commercial banking industry, mutual funds, insurance, pension funds, investment banks, securities brokers, and dealers.

**Learning outcomes**

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

- Describe the functions and structure of financial markets;
- Understand the theories of interest rate and forecast interest rates;
- Explain the purpose and participants of the money and capital market;
- Describe role of the central bank in the economic development;
- Evaluate commercial bank performance;
- Explain the structure and status of mutual fund and hedge fund in Nepal;
- Understand the role of insurance companies and pension fund in Nepal;
- Explain functions of investment banks, security brokers and dealers, and venture capital firms.

**Course Contents**

**I. Introduction**

**L.H.5**

Overview of financial markets and institutions; Functions of financial markets; Structure of financial markets; Internationalization of financial markets; Functions of financial intermediaries; Types of financial intermediaries; and Regulation of financial system.

- II. Determinants of Interest Rates** **L.H.6**  
Interest rate fundamentals; Review of loanable fund theory; Movement of interest rates over the time; Determinants of interest rates for individual securities; Term structure of interest rates: unbiased expectation theory, liquidity preference theory, market segmentation theory; Forecasting interest rates; Interest rate structure in Nepal.
- III. The Central Banking and the Conduct of Monetary Policy** **L.H.6**  
Role of the central bank in the economic development; Monetary tools: open market operations, the discount rate, and reserve requirements; Goals of monetary policy: the price stability goal and the nominal anchor, and other goals; Tactics: choosing the policy instruments; and Monetary policy and tools in Nepal.
- IV. The Money Markets** **L.H.5**  
Purpose of money markets; Participants of money markets; Money markets instruments: Treasury bills, federal funds, repurchase agreement, negotiable certificate of deposit, commercial paper, banker's acceptances; Comparing money market securities.
- V. Capital Markets** **L.H.5**  
Purpose of the capital market; Capital market participants; Capital market trading; Meaning and fundamentals of bond markets, stock markets, mortgage markets and foreign exchange markets and derivatives securities markets.
- VI. Commercial Bank** **L.H.7**  
Definition of commercial bank, Balance sheet; General principles of bank management; Off-balance sheet activities; Measuring bank performance; Regulation of commercial banks including NRB directives with reference to Basel II and III; CAMELS as off-site and on-site supervisory tools; and Prompt corrective action.
- VII. Mutual Funds** **L.H.4**  
Mutual funds: Meaning and benefits of mutual fund; Structure of mutual funds; Investment objective classes; Fee structure of investment funds; Hedge funds; Conflict of interest in mutual fund industry; and Mutual fund industry in Nepal.
- VIII. Insurance Companies and Pension Funds** **L.H.6**  
Insurance companies: fundamentals of insurance, types of insurance – life insurance, health, property and casualty insurance; Regulatory body of insurance industry in Nepal; and Pension funds: types of pensions, private and public pension plans, practices of pension in Nepalese context.

## **IX. Investment Banks, Security Brokers and Dealers, and Venture Capital Firms**

### **L.H.4**

Functions of investment bank: underwriting stocks and bonds, equity sales, merger and acquisitions; Securities brokers and dealers; Regulation of securities firms; Venture capital firms; and regulation and regulatory body in Nepal.

#### **Texts and References**

1. Mishkin, F. S. & Eakins, S. G. *Financial markets and institutions*. New Delhi: Dorling Kindersley.
2. Saunders, A. & Marcia, M. C. *Financial markets and institutions*. New Delhi: McGraw-Hill Education (India) Pvt. Ltd.
3. Madura, J. *Financial markets and institutions*. New Delhi: Cengage Learning (India) Private Limited.

**RAJARSHI JANAKUNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Commercial Bank Management**

Code: FIN 644

Credit Hours: 3

Area of Study: Specialization (Finance)

L.H.48

**Course Objective**

The purpose of this course is to impart students the knowledge and skills required to manage commercial bank efficiently at operating level. Upon completion of this course, the students will have the necessary theoretical foundation and be able to justify the need for banking supervision and regulation, evaluate bank performance, manage noninterest income, manage interest rate risk, investment, liquidity and reserves, bank capital, and loans of commercial banks. The course also aims to familiarize students with various aspects of the operational level of management in Nepalese commercial banks.

**Course Description**

This course provides an overview of the banking industry, bank supervision and regulation, financial statements and bank performance, evaluation tools, managing interest and noninterest income, managing interest rate risk, bank funding and liquidity management, the management of bank capital and lending operations and management.

**Learning Outcomes:**

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

- Describe functions, size and organizational structure of Nepalese banks;
- Explain reasons of regulation of banking industry and role of Nepal Rastra Bank in the regulation and supervision of banking industry in Nepal;
- Analyze financial statements of banks;
- Evaluate bank performance;
- Learn how to manage noninterest income and noninterest expenses in banking industry;
- Apply interest rate risk management techniques in banking industry;
- Understand how liquidity is managed in banks;
- Understand the lending operation and management of commercial banks.

## **Course Details**

- I. Introduction to Banking Industries** **L.H.4**
- Meaning and types of bank; Functions of a bank; Historical development of Nepalese banking industry in Nepal; Structure and size of banking industry in Nepal; Organizational structure of Nepalese Banks; Major factors affecting banking industry in Nepal.
- II. Banking Supervision and Regulation** **L.H.4**
- Reasons of regulation of banking industry; Role of Nepal Rastra Bank in the regulation and supervision of banking industry in Nepal; Institutional mechanism of Nepal Rastra Bank for regulation and supervision of banking industry; Types of supervision: offsite and onsite supervision; Onsite supervision: procedures, and reporting of supervisions; Offsite supervision: rationale of off-site supervision, dimensions of offsite supervision of banks, contents of report on the compliance of regulatory directives;
- III. Financial Statement of Banks and Evaluating Bank Performance** **L.H.6**
- Concept of Uniform bank reporting system (UBRS) in Nepal; Balance sheet and income statements as per UBRS; the Return on the equity model; Interpretation of financial ratios and the use of average balance sheet data; Managing risk and return; and CAMELS composite rating system.
- IV. Managing Noninterest Income and Noninterest Expenses** **L.H.4**
- Structure of noninterest income and noninterest expenses; Key ratios: net interest margin, efficiency ratio, operating risk ratio, productivity ratio; Line-of-business and customer profitability analysis; Strategy for increasing noninterest income; Strategy for managing noninterest expenses; and Cost management strategy.
- V. Managing Interest Rate Risks: GAP and Earnings Sensitivity** **L.H.6**
- Measuring interest rate risk with GAP: traditional static GAP analysis, determinants of rate sensitivity, factors affecting net interest income, rate volume and mix analysis, rate sensitivity report-- periodic GAP versus Cumulative GAP and GAP ratio, and earnings sensitivity analysis, income statement GAP; and Managing the GAP and earnings sensitivity risk.



- VI. Managing Interest Rate Risk: Economic Value of Equity** **L.H.5**  
Concept and calculation of economic value of equity (EVE); Measuring interest rate risk with duration GAP: duration, modified duration and effective duration, duration gap model, a duration application for banks; Economic value of equity sensitivity analysis; and Earnings sensitivity analysis versus EVE sensitivity analysis.
- VII. Bank Funding and Liquidity Management** **L.H.6**  
Bank funding: funding structure and funding sources and banking risks; Meeting liquidity needs; Reserve accounting and calculation of reserve requirement; Short-term liquidity planning; Traditional aggregate measures of liquidity risk; and Long-term liquidity planning.
- VIII. Effective Use of Capital of Commercial Bank** **L.H.4**  
Objective of maintaining bank capital; Risked-based capital standards (Basel II and III), Functions of bank capital; Measurement and adequacy of bank capital; the Effects of bank capital requirements on bank operating policies; and NRB directives regarding the capital of commercial banks.
- IX. Lending Operation and Management** **L.H.7**  
The credit process; Characteristics of different types of loan: real estate loans, commercial loans, agriculture loans, consumer loans; Evaluating commercial loan requests and managing credit risk: fundamentals of credit issues, evaluating credit requests; and Consumer loans: types of consumer loans (installment and Non-installment loans), subprime loans and credit analysis of consumer loans.

**Texts and References**

1. Koch, T. W. & Macdonald, S. S. *Bank management*. New York: South-Western Cengage Learning.
2. Gup, B. E. & Kolari, J. W. *Commercial banking: The management of risk*. Singapore: John Wiley & Sons (Asia) Pte. Ltd.
3. Rose, P. S. & Hudgins, S. C. *Bank management and financial services*. New York: McGraw-Hill Irwin.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Marketing of Financial Services**

Code No.FIN 646

Credit Hours:3

Area of Study: Specialization (Finance)

L.H.48

### **Course Objectives**

The objective of this course is to understand the financial service industry and apply marketing concepts/models to devise strategies for developing and delivering innovative financial services. The course also aims to enable students to analyse emerging financial services using the four Ps and the STP framework of marketing. Students will also get an opportunity to explore Nepal's context in the marketing of financial services.

### **Course Description**

This course provides an opportunity to apply principles of marketing in designing, communicating, delivering and improving the financial services of banks and financial institutions. The course introduces financial services, service marketing and their industry to understand the context of marketing financial services. Similarly, the course covers topics like segmentation, targeting and positioning; marketing research, analysis of financial products, pricing and distribution channels. This course also covers branch locations and their management, and alternative communication strategies for financial services.

### **Learning Outcomes**

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

- define, explain and illustrate some of the frameworks and approaches that are helpful in marketing financial service;
- analyze the regulatory, economic, socio-cultural, technological and stakeholder environment for developing marketing strategies of financial services;
- determine the target market and select appropriate positioning strategies for financial services;
- describe the market segmentation practices of banks and financial institutions in the context of Nepal;
- explain the concept of marketing research and apply basic tools of marketing research in decision making;
- demonstrate the steps in developing service product in financial industry;

- analyze the alternative pricing strategies and their applications in banking and insurance industry;
- explain the functions and role of branch manager of banks and other financial institutions;
- develop channel strategies for delivering innovative financial services such as remote banking;
- design the communication strategies of financial services for enhancing brand image;
- appreciate the importance of ethical marketing in financial services.

## **Course Contents**

### **I. Introduction**

**L.H.5**

Financial services and financial services industry; Components of service marketing; Product centric approach vs. Service centric approach; Role of technology in financial service marketing; Corporate social responsibility; Myths about marketing of financial services.

### **II. Financial Services Environment**

**L.H.7**

Regulatory environment; Economic environment; Socio-cultural environment; Technological environment; Stakeholder environment: Competitors, suppliers, employees, customers, shareholders; Financial services customers: Buying decisions, satisfaction, retention and loyalty.

### **III. Segmentation, Targeting and Positioning of Financial Services**

**L.H.7**

Segmentation: Identifying consumer segments; Business segments; Organizing segmentation; Targeting strategies; Positioning strategies; Segmentation practices in Nepal's financial industry.

### **IV. Marketing Research for Financial Services**

**L.H.7**

Meaning of marketing research; Process of marketing research; Marketing research programs: Role and function of marketing research in financial services; Application of marketing research in financial services; Ethics in marketing research.

### **V. Financial Services Product**

**L.H.5**

Financial products; Special features of product development; Financial product life cycle; Value co-creation; Service quality and delivery; Use of information technology in financial service delivery; Digital Banking practices in Nepal.

### **VI. Pricing Financial Services**

**L.H.5**

Pricing of objectives; Pricing strategies; Pricing methods in banking; Pricing in insurance; Building society pricing; Perceived value and consumption.

## **VII. Branches and Distribution of Financial Services**

**L.H.5**

Meaning of distribution of financial services; Branch location strategies; Role and function of branch manager; Channel strategies; Remote banking: ATM, Mobile Banking; Internet and online banking; Multichannel banking.

## **VIII. Communication of Financial services**

**L.H.7**

Introduction of communication loop; Branding; Marketing communication strategies; Communication for brand building; Communication mix; Social media marketing; Review of communication strategies of Nepal's banks and insurance companies.

### **Text and References**

1. Farquhar, J., & Meidan, A., *Marketing Financial Services*. London: Macmillan Education UK.
2. Ennew, C., Waite, N., & Waite, R., *Financial services marketing: An international guide to principles and practice*. New Delhi: Routledge.
3. Meidan, A., *Marketing Financial Services*. New York: MacMillan Publishers.
4. Rawal, D.B. & Thapa, R.B., *Principle & Practice of Nepalese Banking*. Kathmandu: Buddha Publication.

**RAJARSHI JANAKUNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Financial Modeling**

Code: FIN 648

Credit Hours: 3

Area of Study: Specialization (Finance)

L.H.48

**Course Objectives**

The objective of this course is to develop the financial modeling skills used in the application of financial theory to practical problems in investment analysis, portfolio management, and valuation. In particular, the course will cover the application of Excel spreadsheet functions for the analysis of financial market data, the use of optimization models to determine mean-variance efficient allocations of financial assets, and the valuation of fixed income and derivative securities.

**Course Description**

This course basically focuses on using MS Excel for financial modeling. The course starts with a basic introduction to financial modeling and MS Excel. Then it moves on to the application of modeling to the various valuation concepts studied in various finance-related courses. For this purpose, the course initially focuses on calculating the cost of capital and then moves towards the different valuation issues. In the end, the course incorporates the valuation of fixed income and derivative securities using financial models.

**Learning Outcome**

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

- Understand basic concept of financial modeling using excel;
- Be able to model basic financial calculation relating to valuation;
- Use financial model to find out cost of capital of different component of capital and for a firm/project;
- Be able to use pro-forma statements for the corporate valuation;
- Understand risk, return and CAPM using financial modeling;
- Use financial model for the portfolio optimization;
- Be able to use financial model to evaluate derivative security;
- Be able to find out fundamentals of bond value using financial models.

## **Course Details**

- I. Overview of Modeling in Excel** **L.H.6**
- Introduction to financial Modeling? Overview of Excel and its Workbook. Basic mathematical operations and formulae in Excel. Introduction to Excel Functions
- II. Basic Financial Calculations** **L.H.6**
- Present Value, Future Values and Applications, Net Present Value, The Internal Rate of Return (IRR) and Multiple Internal Rates of Return, Loan Tables and Flat Payment Schedules
- III. Calculating the WACC** **L.H.5**
- Computing the Value of the Firm's Equity and Debt, Computing the Firm's Tax Rate, Computing the Firm's Cost of Debt and Equity, The CAPM: Computing the Beta, Using the Security Market Line (SML) to Calculate Cost of Equity, Computing the WACC,
- IV. Modeling Performa Statements** **L.H.7**
- Overview, Financial Models: Theory and Example, Free Cash Flow (FCF), Using the Free Cash Flow (FCF) to Value the Firm and Its Equity, Some Notes on the Valuation Procedure, Alternative Modeling of Fixed Assets, Sensitivity Analysis, Debt Repayment Schedules, Calculating the Return on Equity
- V. Corporate Valuation** **L.H.8**
- Four Methods to Compute Enterprise Value (EV), Valuation Based on the Consolidated Statement of Cash Flows, Free Cash Flow (FCF). Measuring the Cash Produced by the Business, Using the Free Cash Flow (FCF) to Value the Firm and Its Equity
- VI. Portfolio Models** **L.H.6**
- Calculating Portfolio Means and Variances, Portfolio Mean and Variance—Case of  $N$  Assets, Calculating the Efficient Frontier. Finding Efficient Portfolios. Optimization Procedure using Excel Solver, Finding the Market Portfolio: The Capital Market Line (CML).
- VIII. Valuation of Option** **L.H.6**
- Basic Option Definitions and Terminology, Option Payoff and Profit Patterns, Option Strategies: Payoffs from Portfolios of Options and Stocks, Pricing American Options Using the Binomial Pricing Model (Excel Application). The Black-Scholes Model. Using Excel to Define a Black-Scholes Pricing Function.

Overview of Bond, Valuation of different type of bond using Excel Function, Bond duration, Immunization Strategies

**Texts and References**

1. Benninga, S. (2014). *FinancialModelling*. Cambridge: The MIT Press
2. Benninga, S &Mofkadi, T. (2018). *Principle of Finance with Excel*. New York: Oxford Univerty Press.
3. Charnes, J. (2007). *Financial Modeling with Crystal Ball and Excel*. New Jersey: John Wiley & Sons, Inc.
4. Randoy,T., Down,J. & Herrmann, D. (2002) *Financial Modeling for Managers with Excel Applications*. New York: Authors Academic Press
5. Luenberger, D. G. (2013). *Investment Science*. New York: Oxford University Press.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Financial Derivatives**

Code: FIN 649

Credit Hours: 3

Area of Study: Specialization (Finance)

L.H.48

**Course Objectives**

The objective of the course is to make students familiar with the basic financial derivative instruments and how these instruments are traded in the markets. This course further emphasizes pricing derivative instruments, and designing strategies using different types of financial instruments for managing risk and maximizing value.

**Course Description**

This course starts with introducing financial derivatives. The course covers topics like the structure of forward and future markets, option markets and properties of stock options, trading strategies involving options, option pricing models, hedging strategies using futures, swaps, over-the-market products, derivative markets in Nepal.

**Learning Outcomes**

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

- Describe the meaning and types of financial derivatives;
- Understand the role of financial derivatives in risk management;
- Differentiate and analyze the structure of forward and future market;
- Determine the option prices using various property of stock option in option market;
- Design trading strategies of options using various concepts and models;
- Assess the various types of option pricing models with illustrations;
- Develop hedging strategies of businesses using futures;
- Understand the mechanism of swaps and explain the valuation process of various types of swaps;
- Explain the various types of Over-the-counter products in derivative markets;
- Discuss the evolution and present status of derivative markets in Nepal.



## **Course Contents**

- I. Introduction to Financial Derivatives** **L.H.4**  
Meaning of financial derivatives, Types and history of derivatives; Types of traders; Career in derivative markets; and Criticism of derivatives.
- II. The Structure of Forward and Future Markets** **L.H.6**  
Development of forward and future markets; over-the-counter forward market; organized future trading; future traders, quotation, types of future contracts, mechanics of future trading; transaction costs in forwards and future trading; Regulation.
- III. Option Markets and Properties of Stock Options** **L.H.6**  
Types of options; option positions; underlying assets; specification of stock options; trading, commission, margins, option clearing corporation; regulation and taxation; OTC options markets; factors affecting option prices; assumptions, upper and lower bounds for option prices; Put-call parity, Effect of dividend.
- IV. Trading Strategies involving Options** **L.H.6**  
Strategies involving a single option and a stock, Spreads, Combinations.
- V. Option Pricing Models** **L.H.7**  
One step binomial model; risk neutral valuation; two-step binomial trees; a put example; Black-Scholes option pricing model; and Monte Carlo simulation.
- VI. Hedging Strategies Using Futures** **L.H.7**  
Basic principles; arguments for and against hedging; basis risk and cross hedging, Stock index futures.
- VII. Swaps** **L.H.5**  
Mechanics of interest rate swap; the comparative advantage arguments; the nature of swap rates; determining LIBOR/ Swap zero ratio, Valuation of interest rate swaps, Currency swaps, Valuation of currency swaps, Credit risks and Other types of swaps.
- VIII. Over-the-market Products** **L.H.3**  
Interest rate options: caps, floors and collars; Swaptions; Exotic options; Credit derivatives: credit default swap, credit default exchange swap, credit spread derivatives, total return swap and credit-linked note; Difference between securitization and credit derivatives
- IX. Derivative Markets in Nepal** **L.H.4**  
Development of derivative market in Nepal; Instruments traded in the market; Mechanics of trading, Regulation of derivative markets in Nepal; Commodities Exchange Market Act 2017; Issues in derivative markets of Nepal.

**Text and References**

1. Hull, J. C. & Basu, S. *Options, Futures, and Other Derivatives*. New Delhi: Pearson Education India.
2. Chance, D. M. and Brooks, R. *An Introduction to Derivative and Risk Management*. New Delhi: Cengage Learning India Pvt. Ltd.
3. Parasuraman, N. R. *Fundamentals of Financial Derivatives*. New Delhi: Wiley India.
4. Kumar, S.S.S. *Financial Derivatives*. New Delhi: Prentice - Hall of India.

# **Specialization Courses (Marketing)**

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Consumer Behavior**

Code: MGT 651

Credit Hours: 3

Area of Study: Specialization (Marketing)

L.H.48

**Course Objectives**

The objective of this course is to increase the student's knowledge and understanding of consumer behavior, which will lead to the ability to apply the knowledge to develop effective marketing strategies. This course is intended to provide a solid conceptual base for understanding the behavior of consumers within society and the marketplace. It should help to develop the ability to apply consumer behavior concepts to marketing problems that are likely to involve consumer consumption, with identity and lifestyle implications, and extend the understanding of research methodologies that can be used to investigate consumer behavior and guide managerial decision-making.

**Course Description**

The course aims to develop students' understanding of consumers' purchase behaviours and use that knowledge in designing marketing strategies. Students are expected to learn about the marketing implications and interventions of the various facets of consumer behaviour analysis. This course provides theoretical knowledge of the decision-making process and the factors involved in consumer buying situations. It includes a study of the basic nature of consumer buying situations, the buying decision process of consumers, individual and socio-environmental factors influencing consumers, and partial and comprehensive models of consumer behaviour.

**Learning outcomes**

*By the end of this course, students should be able to:*

- Understanding of the role and function of consumer behavior within the discipline of marketing and the conceptual, empirical, and methodological developments in research on consumer behaviour.
- Understand the interrelationships between the components of affect and cognition, behavior, environment, and marketing.
- Provide experience in applying behavioural principles to the analysis of marketing problems and the design of marketing strategy.
- Refine analytical and decision-making skills and the ability to express conclusions orally and in writing.
- Recognize the use of concepts and theoretical models of consumer behavior in specific marketing situations as demonstrated using practical examples.

- Understand ethical practices when making marketing decisions in marketing consumer goods and services.
- Use practical application of consumer behavior concepts in analysis of cases and problems; and use creative, critical thinking in applying consumer behavior knowledge to develop marketing strategies.

## **Course contents**

### **I. Introduction to consumer behavior L.H.6**

Introduction of consumer behavior; application of consumer behavior; the dark side of consumer behavior; evolution of consumer behavior theory and models

### **II. Psychological factors affecting consumer behavior L.H.12**

Motivation: the motivation process, consumer involvement, values; Perceptions: sensory systems, exposures, attention, interpretation; Learning and Memory: behavioral learning theories, classical conditioning, instrumental conditioning, cognitive learning theories; the memory process, measuring memory for marketing stimuli, the marketing power of nostalgia; Attitude and Persuasion: the power of attitudes, forming attitudes, attitude models, changing attitudes through communication

### **III. Consumer as an individual L.H.4**

Consumer as an individual; sex roles; body image; perspectives on the self and self image; personality; brand personality; lifestyle and psychographics

### **IV. Consumer decision making process L.H.6**

Consumer as problem solvers; steps in the decision making process; situational effects on consumer behavior; the shopping experience; post-purchase satisfaction; product disposal

### **V. Socio-economic environment determinants of consumer behavior L.H.4**

Group influence and opinion leaders; reference groups, opinion leadership, word-of-mouth communication, the family, and family decision making; Cultural and Sub-cultural influence, consumer spending and economic behavior; Social Class and Consumer Behavior; subculture, micro-culture and consumer Identity; Religious Subculture; Age and consumer Identity; cross cultural consumer behavior

**Basic texts**

1. Solomon, M. R.(2012).*Consumer Behavior – buying, having and being*, 9<sup>th</sup> edition. Pearson Education.
2. Schiffman, L. G. &Kanuk, L. L. (2015),*Consumer Behavior*, 9<sup>th</sup> edition. Pearson Education.

**References**

1. Loudon, D. L. and Bitta, A. J. D. (2002), *Consumer Behavior: Concepts and Applications*, 4<sup>th</sup> edition, Tata McGraw-Hill.

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**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Advertising and Promotion**

Code: MGT 652

Credit Hours: 3

Area of Study: Specialization (Marketing)

L.H.48

**Course Objectives**

The objective of this course is to develop students' understanding of integrated marketing communication strategies. This course will attempt to instill skill sets in promotion planning, advertisement strategy design, advertisement creation, and proper media use. This course gives students an opportunity to strengthen their knowledge and skills in the field through a profound understanding of the theory and practice of integrated communication strategies. Students will develop skills through the preparation of an advertising and promotion plan.

**Course Description**

This course is designed to provide comprehensive knowledge of the management of promotional campaigns as well as instill the skill sets to plan and manage advertising and promotion campaigns. The course covers the basic understanding of integrated marketing communication strategies and their importance, evolution and pervasiveness in the context of business activities. The course will discuss the role of ad agencies, the communication process, and promotional budgeting and objectivity. The course will further highlight creative strategies, media planning, the use of different promotional tools and the regulation of advertising and promotion.

**Learning outcomes**

*By the end of this course, students should be able to:*

- Understand the concept and scope of Integrated Marketing communication and theories of advertising
- Gain knowledge about the role of Ad agency and other marketing communication organizations
- Understand about the prevailing laws and ethics
- Analyze the perspective of consumer behavior in decision making process
- Gain knowledge on the objectives and budgeting of IMC programs.
- Familiar with the planning and development of creative strategies and implementation and evaluation of creative strategies.
- Gain insight in the development of media planning and strategy

- Acquire in depth knowledge of the various promotional tools, like sales promotion, direct marketing, digital marketing, public relation/publicity and support media.
- Get acquainted with the general practices and regulation of advertising and promotion.

## **Course contents**

### **I. Introduction to Integrated Marketing Communications L.H.3**

Integrated Marketing Communications; The promotion mix: the tools for IMC, The IMC Planning Process; Marketing Strategy Analysis, Developing the Marketing Planning Program; Theories of Advertising

### **II. The role of Ad agency and other marketing communication organizations L.H.3**

Participants in the IMC process, Organizing for advertising and promotion in the firm: The client's role, Advertising Agencies, Types of Ad Agencies, Agency Compensations, Evaluating Agencies, Specialized Services, Collateral Services, IMC Services.

### **III. The Communication Process L.H.3**

A Basic Model of Communication, Analyzing the receiver, the response process; Source factors, source attractiveness, source power; Message factors, message appeals; Channel factors; Personal versus non-personal channels, effects of context and environment.

### **IV. Objectives and Budgeting L.H.4**

The value of objectives, determining promotional objectives, sales versus communication objectives, DAGMAR: an approach to setting objectives, problems in setting objectives; Establishing and allocating the promotional budgets, budgeting approaches, allocating the budgets.

### **V. Creative Strategy: Planning, Development, Implementation, & Evaluation L.H.5**

The importance of creativity in advertising; advertising creativity, planning creative strategy; the creative process; creative strategy development; advertising campaigns; appeal and execution styles; advertising appeals, advertising execution, creative tactics; creative tactics for print and television; client evaluation and approval of creative work



## **VI. Media Planning Strategy**

**L.H.3**

An overview of media planning, developing the media plan, problems in media planning, market analysis and target market identification; establishing media objectives, developing and implementing media strategies, the media mix, target market coverage, scheduling, reach versus frequency, creative aspect and mood, flexibility; evaluation and follow-up.

## **VII. Promotional Tools**

**L.H.9**

Advertising through broadcast media, advertising through print media; Sales Promotion, scope and growth, consumer oriented promotion, trade oriented promotion; Direct Marketing, role of DM in the IMC program, DM strategies and media; Digital Marketing (Internet), developing an internet program, the internet and IMC; Public Relation, Publicity and Corporate advertising, process of public relations, the power of publicity, types of corporate advertising; Support Media, scope of support media industry, out-of-home media, promotional products marketing and other media

## **VIII. Regulation of advertising and promotion**

**L.H.2**

Advertising and law, misleading ads and laws, deceptive advertising, advertising substantiation, law and comparative advertising; advertising and ethics, regulations – Self, State.

### **Basic texts**

1. Belch, G. E. & Belch, M. A. (2013). *Advertising and Promotion*, 9th edition. McGraw-Hill Education P. Ltd., New Delhi.
2. Jethwaney, J.&Jain, S.(1996). *Advertising Management*, 2nd edition. Oxford University Press. New Delhi.

### **References**

1. Koirala, K. D. (2019). *Advertising and Promotion Management*. Samjhana Publication Pvt. Ltd., Kathmandu, Nepal.

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**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Service Marketing**

Code: MGT 653

Credit Hours: 3

Area of Study: Specialization (Marketing)

L.H.48

**Course Objectives:**

The aim of this course is to provide students with the knowledge and skills in marketing of services. Services marketing poses special challenges for managers due to the differences between goods and services. These challenges include customer satisfaction measurement and management; coordination of marketing and operations in the design and implementation of service delivery; the development of human and technical skills of employees that deliver services; and the utilization of emerging technology.

**Course Description:**

This course is designed to prepare students pursuing marketing careers in the services or goods industries, as well as non-marketing students, to understand key marketing concepts and how they can be used to create competitive advantages for businesses. Major topics that will be covered include: the concept, nature and development of service marketing, service marketing mix, service marketing triangle, managing service encounters, marketing planning for services, service segmentation and targeting strategies, relationship marketing, approaches and dimensions of service quality, service gap model, service life cycle, positioning, and new service development, pricing issues for services, promotional efforts in services, location of service outlets, direct marketing, managing people in service organizations, physical evidence and process in service marketing, and the service marketing environment in Nepal.

**Learning outcomes**

*By the end of this course, students should be able to:*

- Build an understanding and appreciation of the marketing challenges for service businesses and their similarity and differences from goods/manufacturing businesses.
- Understand the “Gaps Model of Service Quality” and how to apply it in your professional career.
- Develop essential knowledge on the components of the “services marketing mix” (four P’s and three additional P’s) and relate them to managing service quality.
- Understand the process and develop skills to evaluate the customer experience and service quality of an organization and develop solutions designed to build competitive advantage.

- Understand the role of technology in marketing of services.
- Develop critical thinking, analysis and communication skills from the management point of view through case studies, discussions, written assignments and working with local businesses.

## **Course contents**

### **I. Introduction to services**

**L.H.6**

Concept of services and its types; Reason for service marketing as a different stream; Service and technology; Characteristics of services compared to goods; Evolving environment of services; Services marketing mix; The gap model of service quality, the customer gap, the provider gaps, closing the gaps

### **II. Focus on the Customer**

**L.H.4**

Consumer Behavior in Services, consumer choice, consumer experience, post-experience evaluation, understanding differences among consumers; Meaning and types of service expectations, factors influencing customer's expectations, issues involving customer service expectations; Customer perceptions, customer satisfactions, service quality, service encounters- the building blocks for customer perceptions

### **III. Segmentation, Targeting, Positioning Strategies of Services**

**L.H.3**

Customer-driven services marketing strategies, Exploring service market opportunities, segmenting service markets, targeting service markets, principles of positioning services, developing a positioning map, developing an effective positioning strategy

### **IV. Relationships Marketing and Service Recovery**

**L.H.3**

Relationship marketing, relationship value of customers, relationship development strategies and challenges; The impact of service failure and recovery, customers' recovery expectations, service recovery strategies, service guarantees

### **V. Service Designs and Standards**

**L.H.4**

Service development and designs - challenges of service design, new service development, type of new services, stages in new service development, service blueprinting, quality function deployment, high-performance service innovation; Service standards, factors necessary for appropriate service standards, types of customer-defined service standards, development of customer-defined service standards; Physical evidences and the servicescape, types of servicescape, strategic roles of servicescape, guidelines for physical evidence strategy

## **VI. Delivering and Performing Services**

**L.H.3**

Employees' roles in service delivery, service culture, service triangle, boundary-spanning roles, job design and recruitment, empowerment of employee; Customers' roles in service delivery, the importance of customers in service delivery, customers' role, self-service technologies, strategies for enhancement of customer participation

## **VII. Promotional Efforts in Services**

**L.H.3**

Integrated services marketing communications, the need for coordination in marketing communication, key reasons for service communication challenges, four categories of strategies to match service promises with delivery

## **VIII. Pricing of Services**

**L.H.3**

Three key ways that service prices are different for consumers, approaches to pricing services, pricing strategies that link to the four value definitions

## **IX. Service Marketing Environment in Nepal**

**L.H.3**

Present scenario of service market in Nepal, opportunities and challenges of service market in Nepalese context, Increasing role of technology in service marketing of Nepal .

### **Basic texts**

1. Zeithaml, V. A., Gremler, D. D., Bitner, M. J. & Pandit, A. (2018). *Services Marketing – Integrating Customer Focus across the Firm*, 7<sup>th</sup> edition. Tata McGraw-Hill.
2. Lovelock, C. (2016). *Services Marketing – People Technology, Strategy*, 7<sup>th</sup> edition. Pearson Education, New Delhi, India.

### **References**

1. Vinnie, J. & Dutta, K. (2012). *Services – Marketing, Operations, and Management*, 5<sup>th</sup> edition. Oxford University Press, New Delhi 110001, India.

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**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Retail Management**

Code: MGT 654

Credit Hours: 3

Area of Study: Specialization (Marketing)

L.H.48

**Course Objectives**

This course aims at equipping students with basic knowledge revolving around the channels of retail management. The purpose of this course is to introduce the student to the world of retailing from a managerial viewpoint. Consequently, the students will study the elements that comprise the retail mix, including types of retailers, multichannel retailing, consumer buying behavior, retail marketing strategies, selecting retail site locations, supply chain management, merchandising, pricing, store management, store layout and design and customer service.

**Course Description**

This course examines the overall organizational structure and relationships within a retail organization. It emphasizes sales support (non-merchandising) functions and current trends. It includes single-unit and multi-unit structures, receiving, marking, stock, warehousing, delivery, wrapping-packing, adjustments, credit, accounts payable, audit, security, workrooms, and personnel.

**Learning outcomes**

*By the end of this course, students should be able to:*

- Demonstrate an understanding of how retailers develop a retail mix to build a sustainable competitive advantage.
- Explain how retailers use marketing communications to build a brand image and customer loyalty.
- Understand the integration of merchandise management and supply chain strategies leading to excellent customer service
- Understand the financial implication of strategic retail decisions
- Demonstrate an understanding of decisions retailers make to satisfy customer needs in a rapidly changing and competitive environment

## Course contents

### **I. Introduction to Retailing** **L.H.5**

An introduction to retailing, importance of retailing and retailers, management and entrepreneurial opportunities, the retail-management decision process; Types of retailers, retailers' characteristics, food retailers, general merchandise retailers, service retailing, types of ownerships; Multi-channel retailing, non-store retail channels, automated retailing channel, store channel, catalog channel, the internet channel, challenge facing multichannel retailers., Challenges for retail marketing in Nepal.

### **II. Retail Consumer Behaviors and Market Segmentation** **L.H.4**

Consumer behavior: Buying process, social factors influencing the buying process, consumer's images of retail stores; Market segmentation: criteria for evaluating market segments, approaches for segmenting markets, and composites of segmentation approaches

### **III. Retailing Market Strategy** **L.H.3**

Concept of retail market strategy, target market and retail format, building a sustainable competitive advantage, relationships with customers and suppliers, growth strategies, the strategic retail planning process

### **IV. Financial Strategies and Pricing in Retail Business** **L.H.4**

Objectives and goals, strategic profit model, Evaluation of growth opportunities, analysis of financial strength, setting and measuring objectives; Retail pricing, pricing strategies, advantages of retail pricing, consideration in setting retail prices, setting retail prices, pricing techniques for increasing sales and profit, legal and ethical pricing issues

### **V. Merchandise Management and Store Management** **L.H.4**

Merchandise management overview, merchandise planning process, setting inventory and product availability levels, establishing control systems for managing inventory, analyzing merchandise management performance; Store management; recruiting, socializing and training of store employees: motivating, evaluating, rewarding, and compensating store employees; Store layout, design, and visual merchandise, store design elements, space management, visual merchandise, creating an appealing store atmosphere

## **VI. Information System and Supply Chain Management**

**L.H.3**

Supply management and information systems, the flow of information and products in a supply chain, the distribution center, system design issues, collaboration of retailers and vendors, consumer response, emerging retail technologies, radio frequency identification devices and its benefits

## **VII. Retail Communication Strategy**

**L.H.3**

Introduction, communication strategy to develop a brand image and build customer loyalty; Methods of communication, direct marketing, online marketing, sales promotion, personal selling, advertising, public relations; Planning the retail communication program, Application of information system in communication strategy.

## **VIII. Customer Service and Customer Relationship Management**

**L.H.3**

Concept and advantages of customer service, customers' evaluation of service quality, the gap model for improving retail customer service quality, service recovery; Introduction to Customer Relationship Management and its process, analyzing customer data and identifying target customers, implementing the CRM programs

### **Basic texts**

1. Michael, L., Weitz, B. A. & Grewal, D. (2014). *Retailing Management*, 9<sup>th</sup> edition: McGraw-Hill, NY, USA.
2. Berman, B., Evans, J. R., & Chatarjee, P. (2018). *Retail Management – A strategic approach*, 13<sup>th</sup> edition (Global edition). Pearson Education, USA.

### **References**

1. Bajaj, C., Tuli, R. & Varma, N. S. (2010). *Retail Management*, 2<sup>nd</sup> edition. Oxford University Press, New Delhi, India.

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**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Digital and Social Media Marketing**

Code No.MKT 655

Credit Hours:3

Area of Study: Specialization (Marketing)

L.H.48

**Course Objectives**

This course is designed with the objective of providing students with a comprehensive understanding of the increasing use of digital technologies in marketing and the rise of social media strategies and tactics across the industry for marketing products and services. The course includes learning about marketing concepts that are relevant in the digital environment, analyzing best practices, and developing skills in creating, delivering, and communicating value by using digital marketing tools and social media platforms. In addition, the course aims to improve students' understanding of current digital marketing tools and social media trends.

**Course Description**

The course focuses on the relationship between traditional marketing concepts and digital marketing strategies and tactics towards brand building. The course will provide a general overview of digital marketing and the use of social media platforms in marketing strategies. The major topics covered in the courses are the burgeoning importance of digital technologies in marketing, how to leverage the power of social media, content management, the development of social media presence, mobile marketing and viral marketing. The course will also discuss the power shifting from marketers to customers due to the presence of digital technologies, customers' engagement through social media, and the interplay between social media and digital marketing activities.

**Learning outcomes**

*By the end of this course, students should be able to:*

- Assess the marketing potential of digital technologies and social media platforms for a particular real-life marketing challenge;
- Understand the digital consumer;
- Propose relevant online value proposition;
- Choose relevant digital and social media platforms;
- Propose digital tactics to achieve marketing goals.



## Course contents

### **I. Introduction to Digital and Social Media Marketing** **L.H.4**

Marketing applications of digital technologies, concepts and key terms of digital marketing, distinctive properties of digital marketing, benefits of digital media; Introduction to social media, role of social media marketing, goal and strategies of social media marketing; the relationship between digital and traditional communication, different types of digital media channels and social media marketing tools

### **II. Online Marketplace Analysis** **L.H.3**

The digital marketing environment, understanding digital customers, online consumers behavior and implication for marketing, competitors & suppliers, channel structures; Macro-environment for digital market, technological forces, economic forces, political forces, legal forces, social and cultural forces

### **III. Digital Marketing Strategy Development** **L.H.5**

Introduction and scope of digital marketing strategy, digital marketing strategy formulation – situation analysis, goal and objectives setting, strategy formulation, strategy implementation; the impact of digital media and technology on the marketing mix – product, price, place and promotion, people, process, and physical evidences; Digital analytics and key performance indicators

### **IV. Relationship Marketing using Digital Platforms** **L.H.4**

Introduction, the challenges of consumer engagement, customer lifecycle management – permission marketing, using digital media to increase customer loyalty and value, determinants of customer value, lifetime value modelling, customer experience; shift of power from brands to consumers, digital brand equity, digital brand positioning

### **V. Marketing Communications using Digital Media Channels** **L.H.5**

Introduction, Search Engine Marketing, Search Engine Optimization (SEO) – history, Google search algorithm, choosing target keyword phrases, relevance, quality and other SEO considerations, Off-site SEO; Paid search marketing, PPC advertising; Display advertising; Direct e-mail and newsletters

### **VI. Social Media Marketing** **L.H.3**

Developing a social media communication strategy, social media myths, social media plan, social media content, distributing and promoting content, measuring success of social media campaign; Social media platforms – Facebook, Twitter, YouTube, LinkedIn, Pinterest

### **VII. Evaluation and Improvement of Digital Channel Performance** **L.H.4**

Introduction, performance management of digital channels, customer experience and content management process; Content management - content mission, choosing relevant content types, content development, user generated content, curated content

## VIII. Motile Marketing, Viral Marketing, and Off-line Marketing Activities

### L.H.4

Mobile platforms, mobile web and applications, mobile commerce and show rooming, location-based services; Viral marketing - benefits of viral marketing; viral content development and deployment, digital word-of-mouth; Integrating digital and offline marketing activities, Organizing digital and social media marketing activities

#### Basic texts

1. Chaffey, D.& Ellis-Chadwick, F. (2016). *Digital Marketing – Strategy, Implementation and Practice*, 6th edition. Pearson, UK.
2. Kingsnorth, S. (2016). *Digital Marketing Strategy – An integrated approach to online marketing*. Kogan Page Limited, New Delhi, India.

#### References

1. Larson, J.& Draper, S. (2013). *Internet Marketing Essentials – A comprehensive digital marketing textbook*. Stukent Incorporated, ISBN: 978-0-692-22688-9.

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**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**E-Marketing**

Code: MGT 656

Credit Hours: 3

Area of Study: Specialization (Marketing)

L .H.48

**Course Objectives**

The purpose of this course is to provide comprehensive knowledge of all major digital platforms such as e-commerce, mobile, social media, and online search (both organic search and paid search). This course provides an introduction to topics in electronic marketing such as e-business models, mobile marketing, and social networking marketing. This course involves acquiring skills and knowledge of current e-business models and applying the e-business concept to develop strategies to enhance customer relationships, competitiveness, and profitability. Taken together, this course will present a strategic perspective on marketing issues. It is not a hands-on technical course, but students are expected to have a working knowledge of Internet use and applications.

**Course Description**

This course provides an introduction to topics in electronic marketing such as e-business models, mobile marketing, and social networking marketing. This course will introduce the basic principles of Internet marketing, data on internet usage, online advertising, mobile marketing, email marketing, social network marketing, search engine marketing, user testing and other methods, web traffic analysis. It anticipates equipping students with a variety of e-marketing skills and techniques to effectively make use of different vehicles such as email, SMS text, paid and organic search, and mobile marketing. This course involves acquiring skills and knowledge of current e-business models and applying the e-business concept to develop strategies to enhance customer relationships, competitiveness, and profitability.

**Learning outcomes**

*By the end of this course, students should be able to:*

- Recognize e-marketing concepts, theories, and context: e-business models, performance metrics, online advertising, and principles and practices of e-commerce and m-commerce, and its implication on marketing strategy.
- Acquire analytical skills to develop digital marketing strategy effectively.
- Evaluate how effective the firm's e-marketing operation is integrated to the firm's overall strategic objective.

- Use new media such as mobile, online search, and social networking sites, and be able to apply measurement techniques to evaluate digital marketing efforts.
- Demonstrate the ability to recognize the ongoing trends in global e-commerce markets and technology given the dynamic and rapidly changing digital landscape.

## **Course contents**

### **I. An Overview of E-marketing L.H.6**

E-marketing in context, E-marketing landscape, E-marketing past, E-marketing present, E-marketing future; the evolution of the Internet, the Internet marketing paradigm, a profile of the Internet and its users

### **II. Strategic Planning in E-marketing L.H.3**

Introduction to strategic planning, from business model to e-business model, the overview of e-marketing planning, a seven steps of e-marketing plan

### **III. E-marketing Environment L.H.4**

Overview of global e-marketing issues, country and market opportunity analysis, technological tipping points, wireless internet access, the digital divide, building inclusive e-markets, and social networking; Ethical and Social issues – Overview, privacy, digital properties, online expressions, emerging issues in e-marketing

### **IV. E-Consumer Behavior and Customer Relationship Management L.H.5**

Consumers in twenty first century, consumer behavior online, inside the Internet exchange process, technical context, social and cultural context, legal context, individual characteristics and resources, Internet exchange, and exchange outcomes; building customer relationships, three pillars of relationship marketing, customer relationship management and social customer relationship management, CRM building blocks, ten rules for CRM success

### **V. E-marketing Strategy L.H.4**

E-marketing research, marketing knowledge management, other technology-enabled approaches, real-space approaches, marketing database and data warehouse, data analysis and distribution, knowledge management metrics; Segmentation and targeting overview, Three markets – Business, Consumer and Government markets, market segmentation bases and variables, targeting online consumers, differentiation online and online positioning biases

## **VI. E-marketing management**

**L.H.4**

Product: the online offer – creating customer value, product benefits, e-marketing enhanced product development, customer co-designing via crowd sourcing, Internet properties spawn other opportunities, new product strategies for e-marketing; Price: the online value – buyer and seller perspectives, payment options, pricing strategies; Place: the internet for distribution, overview, online channel intermediaries, distribution channel length and functions, channel management and power, distribution channel metrics

## **VII. E-marketing Communication**

**L.H.4**

E-marketing communication, owned media, content marketing, sales promotion offers, coordinating Internet and traditional media IMC plans, owned media performance metrics; paid media - trust in paid media, Internet advertising trends, paid media formats, social media advertising, mobile advertising, paid search, which media to buy, paid media performance metrics; earned media – user engagement level, techniques for engaging users, collaborative content creation by consumers, how do companies entice engagement, reputation management online, earned media performance metrics

## **VIII. Evaluation of Performance and Opportunities**

**L.H.2**

Measuring and evaluating web marketing programs – Social and Regulatory Issues  
– Privacy – Security – Intellectual Property – Mobile Marketing – Media Coverage

### **Basic texts**

1. Strauss, J.&Frost, R.(2014). *E-Marketing*,7<sup>th</sup>edition (International Edition).Pearson, UK.
2. Roberts, M. L.&Zahay, D.(2013). *Internet Marketing– Integrating online and offline strategies*.South Western CENGAGE Learning, USA.

### **References**

1. Gay, R., Charlesworth, A.&Esen, R. (2012). *Online marketing – a customer-led approach*. Oxford University Press, New Delhi, India.

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**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Product and Brand Management**

Code: MGT 657

Credit Hours: 3

Area of Study: Specialization (Marketing)

L.H.48

**Course Objectives**

The objective of this course is to develop students' understanding of how a company can build and manage its products so that they are profitable for the company and, at the same time, adequately meet the target customers' needs and wants. The students will learn to synchronize the management process of the product as well as the brand. The objective of Brand Management is to make students understand the principles of branding, the role of brands, the elements and components of brands, brand equity, etc.

**Course Description**

The aim of this course is to give students a fundamental understanding of how to understand, build, measure, analyze and manage brands and product categories for a company. The focus of this course is on decisions about managing the products and the brands to achieve the organizational goal. The aim of product management is to make students understand competition at product level as well as brand level. Two broadly important aspects, namely product management from a competition point of view and another perspective from a new product development and innovation point of view, are to be covered. The main aim of brand management is to make sure that students understand the implications of planning, implementing and evaluating branding strategies.

**Learning outcomes**

*By the end of this course, students should be able to:*

- Understand the advantages associated with creating strong product lines and brands, while learning to leverage that strength to build future business.
- Gain a better understanding of how marketers build the brand and brand equity.
- Develop the ability to think critically about adjusting brand and product strategies over time to maximize long-term brand profitability.

**Course contents**

**I. Introduction to Product Management**

**L.H.5**

Marketing organization, product management; Competition and product strategy, the product in theory and practice, the product life-cycle, product portfolio

**II. Developing Product Strategy** **L.H.3**

Overview of product strategy and benefits, elements of product strategy, objectives setting, selection of alternative strategies, positioning: choice of customer targets, choice of competition targets, and the core strategy

**III. New Product Development** **L.H.4**

Importance, nature and management of new product development process, new product strategy, product modification, line extension, brand extension, product testing, commercialization: test marketing and launching the new product, managing growth, managing matured products

**IV. Branding** **L.H.3**

Meaning and importance of branding; challenges and opportunities of branding; Can anything be branded?; Concept of brand equity; overview of the strategic brand management process

**V. Developing a Branding Strategy** **L.H.5**

Customer-based brand equity, brand knowledge, source of brand equity; Brand positioning, brand awareness, brand image; Identifying and establishing a brand positioning, positioning guidelines, defining a brand mantra; Building a strong brand, the brand value chain; Creating a customer value, customer equity

**VI. Designing and Implementing Brand Marketing Programs** **L.H.4**

Choosing brand elements, criteria for choosing brand elements, options and tactics for brand elements, legal branding considerations; New perspective on marketing, integrating marketing – 4Ps of marketing mix for branding; Leveraging secondary brand associations to build brand equity

**VII. Brand Equity Measurement and Management System** **L.H.5**

Overview of brand equity measurement and the new accountability, brand audits, designing brand tracking studies; Brand equity management system, brand charter, brand equity report, brand equity responsibilities; measuring sources of brand equity – capturing customer mind-set, measuring the outcomes of brand equity – capturing market performance

**VIII. Growing and Sustaining Brand Equity** **L.H.3**

Developing a brand architecture strategy, brand portfolios, brand hierarchies, corporate branding, brand architecture guidelines; Introducing and naming new products and brand extensions, advantages and disadvantages of brand extensions, evaluations of brand extensions; Managing brands over time: Brand reinforcement and revitalization

### **Basic texts**

1. Baker, M.& Hart, S. (2007). *Product Strategy and Management*, 2<sup>nd</sup>edition.Prentice Hall, Pearson Education Ltd, UK.
2. Keller, K. L., Pareswaran, A. M. G. & Jacob, I.(2015).*Strategic Brand Management – Building, Measuring, and Managing Brand Equity*,4<sup>th</sup>edition.Pearson India Education Services Pvt. Ltd. Noida, India.

### **References**

1. Lehmann, D. R. & Winer, R.(2005).*Product Management*, 4<sup>th</sup> edition. McGraw-Hill Irwin, NY, USA.

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**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Customer Relationship Management**

Code No.MKT 658

Credit Hours: 3

Area of Study: Specialization (Marketing)

L.H. 48

**Course Objectives**

The objective of this course is to make students familiar with the opportunities and challenges presented by a popular business practice - Customer Relationship Management (CRM). The course will help students to understand the fundamentals of CRM, apply the concept of CRM, implement various technological tools for data mining and CRM in the organization, and design customer-relationship management strategies for the long-term sustainability of the organization. The course anticipates keeping students on the cutting edge of current marketing practices.

**Course Description**

This course is focused on the holistic understanding of customer relationship management. The course will cover the implementation process of CRM in organizations, the use of CRM in the process of decision making and customer management for long-term relationships. The topics cover the behavioral and database aspects of customer relationship management, providing students with a comprehensive introduction to an often overlooked, but important aspect of marketing strategy.

**Learning outcomes**

*By the end of this course, students should be able to:*

- Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.
- Implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals.
- Implement various technological tools for data mining and also successful implementation of CRM in the Organizations
- Design customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the Organizations.

**Course Contents**

**I. Introduction to CRM** **L.H.4**

CRM Definition, needs and importance; Strategic, Operational, and Analytical CRM; CRM myths, Models of CRM; Understanding relationships, customer life-time value, customer satisfaction, loyalty, and business performance, relationship theories;

**II. Managing the Customer Lifecycle** **L.H.4**

Introduction to customer lifecycle, customer acquisition, new customers, prospecting, operational CRM tools to acquire customers; Customer retention and development, economics of customer retention, strategies for customer retention, key performance indicators, customer churn; Strategies for customer development and termination of customer relationships.

**III. CRM as a Business Strategy** **L.H.6**

CRM perspectives; Customer portfolio management, basic discipline for customer portfolio management, CPM models, customer management strategies; Understanding value, value to the customer, value to the company, modelling customer perceived value, sources of customer value, customization, value through the marketing mix; Managing customer experience, concept of customer experience, difference between customer experience management and CRM, CRM software and its influence on customer experience

**IV. Technological Tools for CRM and Implementation** **L.H.3**

Sales force automation, the SFA ecosystem, software functionality and adoption; Marketing automation, benefits of marketing automation, software application for marketing; Service automation, customer service, modelling service quality, benefits of service automation, and software application of service automation

**V. Analytical CRM** **L.H.5**

Traditional marketing matrices, customer acquisition metrics, popular customer-based value metrics; Developing and managing customer-related database, corporate customer related data, structured and unstructured data, development of customer related database, data integration, data warehousing, data mart, knowledge management; Using customer-related data, analytics for CRM strategy and tactics, analytics throughout the customer lifecycle, analytics for structured and unstructured data, big data analytics, ways to generate analytical insights, privacy issues

**VI. Operational CRM** **L.H.4**

Software tools and dashboards, CRM implementation options, developing vs. buying CRM software, CRM software and application; Loyalty programs: Design and effectiveness, behavioral versus attitudinal loyalty, definition and key objectives of loyalty programs, increasing popularity of loyalty programs, problems with loyalty programs, design characteristics of loyalty programs, effectiveness of loyalty programs; Campaign management concepts, planning, and development, campaign budget and execution, analysis, control and feedback of campaign

## **VII. CRM and Marketing Channel**

**L.H.3**

CRM and marketing channels, the role of channels in customer relationships, managing relationship through direct and indirect channels; CRM and multichannel design, CRM and multichannel management; CRM in B2B context, CRM and key account management (KAM), CRM and shift from Goods to Services; CRM in social media, social media landscapes, WOM and its impact on brands, measuring return on investment of social media

## **VIII. Future of CRM**

**L.H.3**

Overview on future of CRM, Social CRM, popular social media channels, C2C interaction, social CRM strategies, sentiment analysis: Global CRM and diffusion; introduction to database CRM, cloud computing, privacy issues and concerns

### **Basic texts**

1. Buttle, F.&Maklan, S. (2015). *Customer Relationship Management - Concepts and Technologies*, 3<sup>rd</sup>edition.Routledge, Taylor and Francis Group, NY, USA.
2. Kumar, V. &Reinartz, W.(2018).*Customer Relationship Management – Concept, Strategy, and Tools*,3<sup>rd</sup>edition.Springer-Verlag GmbH, DE part of Springer Nature, Berlin, Germany.

### **References**

1. Baran, R. J.&Galka, R. J. (2005).*Customer Relationship Management – The Foundation of Contemporary Marketing Strategy*, 2<sup>nd</sup>edition.Routledge, Taylor and Francis Group, NY, USA.

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# **Specialization Courses (Small Business and Entrepreneurship)**

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Small Business Management**

Code No.ENT662

Credit Hours:3

Area of Study: Specialization (Small Business and Entrepreneurship)

L.H.48

**Course Objectives**

This course intends to introduce students to the knowledge and insights needed to lead and manage a small business. It focuses on a much broader concern: the pursuit of entrepreneurial dreams, which has a great impact on a wide range of people. It, therefore, aims to groom students in a step-by-step fashion to effectively overcome their odds of success as they take their own entrepreneurial journey.

**Course Description**

This course is designed to help students - future entrepreneurs - achieve success in whatever field they choose. The wide spectrum of content, applications, cases, stories, and other details will assist future entrepreneurs in making their dreams come true. The content focuses on current and relevant knowledge and understanding of small business and entrepreneurship, as well as real-life examples of very successful entrepreneurs from the past and present. It includes an entrepreneurial life, integrity and ethics, starting a new business, franchising or joining a family business, developing venture business plans, marketing and managing growth strategies and so on.

**Learning Outcomes**

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

- Discuss how small business entrepreneurship is a world of opportunity.
- Take a decision whether to start from scratch or join an existing business.
- Develop an impressive new venture business plan.
- Focus on customer and develop marketing growth strategies.
- Manage growth in the small business.
- Evaluate firm's financial performance

## Course Contents

- I. Introduction** **L.H.5**  
Concept and definitions of small business; Significance of small business; Role of small business in the Nepalese economy; Small business in the international context; Small business and entrepreneurship; Incentives of small business owners; Types of small business ventures; Potential advantages of small business firms; Characteristics of successful business owners; Importance of integrity and ethics to small business; Approaches for building a business with integrity
- II. Recognizing Small Business Opportunities and Ideas** **L.H.4**  
Recognizing small business opportunities; identifying startup ideas; Creating a new business; Types of startup ideas; Sources of startup ideas; Applying innovative thinking to business ideas; Using internal and external analyses to evaluate opportunities; Selecting strategies that capture opportunities.
- III. Franchises and Buyouts** **L.H.7**  
Concept of franchising; Characteristics of franchising; Pros and cons of franchising; Franchising options and structure of the franchising industry; Evaluating franchise opportunities; Considering legal issues in franchising; Reasons for buying an existing business; Buying an existing business: finding a business to buy, investigating and evaluating available businesses, relying on professionals, finding out why the business is for sale, examining the financial data; Valuing the business: non-quantitative factors in valuing a business; Negotiating and closing the deal.
- IV. Family Business** **L.H.8**  
Concept of family business: family and business overlap, competition between business and family; Advantages of family business; Family business momentum: founder's imprint on the family business culture, commitment of family members; Reasons for caring about commitment; Family roles and relationships: mother or father - the founder, husband-wife teams, sons and daughters; Sibling cooperation and rivalry; In-laws in and out of the business; Entrepreneur's spouse; Professional management of the family firm: need for good management, nonfamily employees in family firm, family retreats, family councils, family business constitutions; Process of leadership succession: availability of family talent, stages in process of succession, reluctant parents and ambitious children, transfer of ownership.
- V. Developing the Business Plan** **L.H.8**  
Concept of business plan; Purpose of business plan; Need for business plan; Duration of business plan: dehydrated plan and comprehensive plan; Preparing a business plan: Content and format of a business plan, cover page, table contents, executive summary, Industry, target customer and competitor analysis, company description, product/service plan, marketing plan, operations and development plan, management team, critical risks, offering, financial plan, and appendix of supporting documents; Making an effective written presentation; Presenting

business plan to investors; resources for business plan preparation: computer-aided business planning, professional assistance in business planning.

## **VI. Marketing Strategies**

**L.H.9**

Concept of small business marketing; Components of marketing plan; Nature of marketing research process; Market segmentation strategies; Methods of sales forecasting; Importance of customer relationship management; Creating customer profile; Psychological and sociological influences on consumer behavior; Challenges of a growing small firm; role of innovation in firm's growth; Product life cycle and new product development; Small business product strategy; Importance of supply chain management; Considerations in structuring a distribution channel; Role of cost and demand factors in setting product price; Pricing strategies; Activities involved in managing credit; Factors determining a promotional mix; Personal selling; Advertising options for a small business; Sales promotion; Potential of small firms as global enterprise; Strategy options for global businesses; Challenges to global businesses.

## **VII. Managing Growth in the Small Business**

**L.H.7**

Entrepreneurial leadership; Distinctive characteristics of small firm management; Managerial tasks of entrepreneurs; Personal time management; Outside management assistance; Recruiting personnel; Training and developing employees; Compensation and incentives for employees; Key elements of TQM programs; The operation process; Competitive strength through improved productivity; Business risks and their classification; Risk management; Principles of a sound insurance program.

### **Textbooks**

1. Longenecker, J.G., Moore, C.W., Petty, J.W. &Palich, L.E. *Small Business Management: Launching and Growing Entrepreneurial Venture*. New Delhi: Thomson South-Western.
2. Hatten, T. *Small Business Management: Entrepreneurship and Beyond*. Boston, MA: Houghton Mifflin Company.

### **References**

1. Mazzarol, T. &Reboud S. *Small Business Management: Theory and Practice*. Singapore: Springer Nature Singapore Pte Ltd.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Entrepreneurial and Small Business Finance**

Code No. ENT 663

Credit Hours:3

Area of Study: Specialization (Small Business and Entrepreneurship)

L.H. 48

**Course Objective**

This course is designed to introduce the theories, knowledge, and financial tools an entrepreneur needs to start, build, and harvest a successful small business venture. Sound financial management practices are essential to operating a venture's operations. The successful entrepreneur must know how and where to obtain the financing necessary to launch and develop the venture.

**Course Description**

This course introduces financial thinking, tools, and techniques adapted to the realm of small business and entrepreneurship. Because much traditional financial analysis is not well suited to the context of small ventures, there is great value in applying it to venture adaptations. The course is designed for students seeking a full understanding of the financial aspects and issues of a small business. By looking at financial statements, forecasts, budgeting and breakeven analysis, the student will gain a solid foundation for the financial concepts necessary for the running of a small business venture.

**Course Outcomes**

After completing the course, students should be able to:

- Explain entrepreneurial finance and discuss the role significance of financial management in small business.
- Describe principles of entrepreneurial finance.
- Identify the relevant types of financing and investors at each stage of venture's life cycle.
- Measure and evaluate financial performance
- Perform financial planning
- Workout different costs of financial capital
- Evaluate early-stage ventures and
- Assess venture capital and use valuation methods
- Use professional venture capital and other financing alternatives
- Manage harvesting venture investment and financially troubled ventures



## Course Details

### **I. Introduction**

**L.H.5**

Entrepreneurial process; Sources of entrepreneurial opportunities; Principles of entrepreneurial finance; Role of entrepreneurial finance; Successful venture life cycle: development stage, startup stage, survival stage, rapid-growth stage, early maturity stage, life cycle stages and entrepreneurial process; Financing through the venture life cycle: seed financing, startup financing, first-round financing, second-round financing, Mezzanine financing, liquidity stage financing, seasoned financing.

### **II. Measuring and Evaluating Financial Performance**

**L.H.8**

Obtaining and recording the resources necessary to start a new venture; Business assets, liabilities and owners' equity; Balance sheets; Liabilities and owners' equity; Sales, expenses and profits; Internal operating schedules; Statement of cash flows; Operating Breakeven analyses; Operating breakeven analyses; Users of financial performance measures by life cycle stage; Using financial ratios; Cash burn rates and liquidity ratios; Conversion period ratios; Leverage ratios; Profitability and efficiency ratios; Industry comparable ratio analysis; Hitchhiker's guide to financial analysis.

### **III. Financial Planning**

**L.H.5**

Financial planning throughout the venture's life cycle; Surviving in the short run; Short-term cash-planning tools; Projected monthly financial statements; Cash planning from a projected monthly balance sheet; Beyond survival systematic forecasting; Estimating sustainable sales growth rates; Estimating additional financing needed to support growth; Percent-of-sales projected financial statements.

#### **IV. Types and Costs of Financial Capital**

**L.H.5**

Implicit and explicit financial capital costs; Financial markets; Determining the cost of debt capital; Investment risk, measuring risk, historical return vs. risk relationships; Estimating the cost of capital: cost of equity capital for public companies, cost of equity capital for private ventures, sources and costs of venture equity capital; Weighted cost of capital (WACC): A life cycle-based WACC.

#### **V. Valuing Early-Stage Ventures and Venture Capital Valuation Methods**

**L.H.9**

Concept of venture worth; Basic mechanics of valuation; Required vs. surplus cash; Developing projected financial statements for a for a DCF valuation; Just-in-time equity valuation: pseudo dividends; Accounting vs. equity valuation cash flow; Origins of accounting cash flows; Review of basic cash flow-based equity valuations; Basic venture capital valuation method; Earnings multipliers and discounted dividends; Adjusting VCSCs for multiple rounds; Adjusting VCSCs for Incentive ownership; Adjusting VCSCs for payments to senior security holders; Introducing scenarios to VCSCs.

#### **VI. Professional Venture Capital and Other Financing Alternatives**

**L.H.9**

Historical characterization of professional venture capital; Professional venture investing cycle; Determining fund objectives and policies; Organizing the new fund; Soliciting investments in the new fund; Obtaining commitments for a series of capital calls; Conducting due diligence and actively investing; Arranging harvest or liquidation; Distributing cash and securities proceeds; Facilitators, consultants and intermediaries; Commercial and venture bank lending; Credit cards; Government financing programs; Receivables lending and factoring; Debt, debt substitutes, and direct offerings vendor financing and trade notes; Common stock; Preferred stock; Convertible debt; Warrants

and options; Other concerns about security design; Valuing ventures with complex capital structures.

## **VII. Harvesting Venture Investment and Financially Troubled Ventures**

### **L.H.6**

Venture operating and financial decisions overview; Planning and exit strategy; Valuing the equity or valuing the enterprise; Systematic liquidation; Outright sale; Going public; Troubled venture and financial distress; Resolving financial distress situations; Private workouts and liquidations; Bankruptcy law: bankruptcy reorganizations, reasons for legal reorganizations, legal reorganization process, bankruptcy liquidations.

#### **Texts**

1. Leach, J.C. and Melicher, R.W. *Entrepreneurial Finance*. New Delhi: South-Western Cengage Learning.
2. Abor, J. T. *Entrepreneurial Finance for MSMEs*. Switzerland: Palgrave Macmillan

#### **References**

1. Yazdipour, R. *Advances in Entrepreneurial Finance: With Applications from Behavioral Finance Economics*. New York: Springer

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Rural Marketing**

Code No.: ENT 664

Credit Hours: 3

Area of Study: Specialization (Small Business and Entrepreneurship)

L.H.48

**Course Objective**

The basic objective of this course is to provide students with the theoretical framework of rural markets and rural marketing in general, and skills for analyzing policies for developing rural markets, and managing marketing firms that target vast rural markets in particular.

**Course Description**

This course is designed with microfinance, institutional, and financial considerations in mind. Its contents include an overview of microfinance, target markets and impact analysis, microfinance products and services, microfinance institutions, designing loan products and saving products, microfinance performance measurement, and rural entrepreneurship development.

**Course Details**

**IX. Introduction**

**L.H. 7**

Concept of rural; Taxonomy of the rural market; Factors influencing the firms' decision to go rural; Factors inhibiting the firms' decision to go rural; Rural marketing models: trickle-down approach, undifferentiated approach, differentiated approach, and bottom-of-the-pyramid approach; Integrated, innovative and inclusive growth model; Evolution and scope of rural marketing; Meaning and concept of rural marketing; Nature of rural marketing; Implementing the integrated, innovative and inclusive growth model; Rural vs. urban marketing; Becoming a rural marketer.

**X. Rural Marketing Environment**

**L.H. 6**

Concept of rural marketing environment; Factors of rural marketing environment; Social environment: population and households, gender-wise distribution, literacy levels, media habits and reach; Economic environment: occupation, land holding, income profile, consumption, savings and investment, consumption patterns, rural credits and institutions, Role of ADB, rural lifestyle indicators, rural sales potential, and rural retailing; Technological environment and innovations: power and energy, digital revolution, telephones and rural connectivity, and promotion of appropriate technologies;

Political environment and development initiatives: drinking water supply, land resources, rural development, and autonomous bodies; Implications on rural marketers.

### **XI. Rural Consumer Behavior**

**L.H.5**

Concept of rural consumer; Profile of rural consumers; Model of consumer behavior; Buying decision process: need recognition, information search, evaluation of alternatives, purchase decision, post-purchase decision; Environmental factors influencing the decision-making process: socio-cultural factors, group, family, role and status, sociability, gender mainstreaming, technological factors, economic factors, and political factors; Buyer characteristics: age and lifecycle stage, occupation, economic situation, lifestyle, personality and self-concept, and psychological factors; Buying behavior patterns; Brand loyalty; Innovation adaptation.

### **XII. Rural Marketing Research**

**L.H.6**

Concept of rural marketing research; Significance of information: types of decisions and information support; Sources of information: gathering intelligence, internal reporting, marketing research; Marketing research: defining problems, determining the research budget, choosing the research design, determining sampling method and size, selecting appropriate data-analysis tools, preparing research proposal, organizing fieldwork, analyzing and reporting findings; Approaches and tools: participatory approaches, innovative tools; Rural vs. urban marketing research; Rural research business.

### **XIII. Product Strategy**

**L.H.6**

Product decision; Product classifications; Product strategy levels; Significance of product strategy; Product strategies: assessment of acceptability; Product design decisions; Types of product strategies: Product innovation strategies, customer value strategies, product identity strategies (branding and packaging), brand building strategies, and product lifecycle strategies; Fighting fakes.

### **XIV. Pricing Strategy**

**L.H.6**

Concept and significance of pricing strategy; Pricing objectives; Pricing strategy – the affordability challenge; Pricing strategy – rural vs. urban; Pricing strategy needs integrated approach; Pricing for the quality-conscious segment; Pricing for the value-conscious segment; Pricing for the price-conscious segment; Pricing-based on distribution; Pricing-based on promotion; Pricing and environmental factors; Pricing for competition; Pricing by retailers; Pricing and product lifecycle.

### **XV. Distribution Strategy and Rural Retailing**

**L.H.8**

Concept of distribution strategy; Distribution – the availability challenge; Distribution practices; Distribution trends; Rural logistics; Rural coverage decision; Geographic information systems for planning rural coverage; Distribution decision – direct vs. indirect; Direct marketing; Indirect marketing; Concept of rural retailing; Rise of organized retailing; Types of retail outlets; Role of retailers; Rural malls; Government-initiated retail outlets; Entrepreneur-founded malls; Agro-company retail outlets; Retail outlets of petro-chemical companies; Retailing by urban players; PPP models; E-tailing; Training retailers.

## **XVI. Promotion Strategy**

**L.H.4**

Concept and management of integrated marketing communication (IMC); Awareness and motivational challenge; Objectives and framework of IMC; Promotional mix; Communication process; Communication media; Designing the communication strategy; IMC strategy; Rural advertising;

### **Textbooks**

1. Krishnamacharyulu, C.S.G. *Rural Marketing: Text and Cases*. New Delhi: Pearson Education.
2. Kashyap, Pradeep. *Rural Marketing*. New Delhi: Pearson Education.
3. Pant, P.R. and Bajracharya, P. *Business Environment*. Kathmandu: Buddha Publishers Pvt.Ltd.

### **References**

1. Velayudhan, S. N. *Rural Marketing: Targeting the Non-urban Consumer*. New Delhi: Response, Business Books from Sage.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Micro Finance and Rural Entrepreneurship**

Code No. ENT 665

Credit Hours: 3

Area of Study: Specialization (Small Business and Entrepreneurship)

L.H.48

**Course Objective**

The course aims to lay the theoretical foundation of microfinance for students and develop the skills of the students to be policy analysts, consultants and managers of microfinance projects in general, and acquaint students with the practical aspects of the microfinance industry in Nepal in particular.

**Course Description**

This course is designed with microfinance, institutional, and financial considerations in mind. Its contents include an overview of microfinance, target markets and impact analysis, microfinance products and services, microfinance institutions, designing loan products and saving products, microfinance performance measurement, and rural entrepreneurship development.

**Course Details**

**I. Introduction**

**L.H.6**

Concept of microfinance; Microfinance revolution; Rationale of growing microfinance; Key principles of microfinance; Microfinance institutions: importance of institution, attributes of a good institution, types of MFIs; Creating a formal microfinance intermediary: process of establishment, preparation of necessary documents and institutional charter as per the provisions of BAFIA, and business plan; State of microfinance in the Nepalese context: suppliers of funds, clients, and contextual factors.

**II. The Target Market and Impact Analysis**

**L.H.7**

Direct and indirect targeting, the considerations in determining the demand for financial services: cash flows and capacity to service debt, equity requirement, moral hazard, market size, target market, impact analysis: concept and users of impact analysis, kinds of impacts, levels of impact, impact proxies and client oriented impact analysis, time for impact assessment, methods of impact assessment: qualitative, and quantitative, and integrating qualitative and quantitative methods.

### **III. Products and Services of Microfinance**

**L.H. 6**

Categories of microfinance services, Minimalist and integrated approach to microfinance, financial intermediation: range of products, principles of financially viable lending, methods of credit delivery, savings: compulsory saving and voluntary saving, credit card and smart card, payment services, social intermediation, enterprise development services, matching enterprise development service to demand, social services, and practices in Nepal.

### **IV. Designing Lending Products**

**L.H. 6**

Cash flow patterns; Loan terms, and payment frequency; Working capital and fixed asset loans; Loan collaterals and collateral substitutes; Loan pricing; Effects of service charges or fee on borrowers and MFIs; Calculating effective interest rate; Fixing the sustainable interest rate on loan; Practices of Nepalese financial institutions regarding the designing and pricing the loan.

### **V. Designing Saving Products**

**L.H. 6**

Demand for saving services; Legal provision for offering voluntary saving services; Deposit insurance; Institutional capacity to mobilize savings; Types of saving products for micro entrepreneurs; Cost of mobilizing voluntary savings; Pricing savings; Practices of microfinance in Nepal.

### **VI. Performance Measurement of Microfinance Institutions**

**L.H. 8**

Adjusting financial statements: accounting adjustment of loan loss provision, depreciation of fixed assets, accrued interest and accrued interest expenses, subsidies and inflation; Restatement of financial statements in constant currency term; Performance evaluation of microfinance institutions in the framework of WOCCU model, CGAP model, and SEEP model; Delinquency management: effect of delinquency on the profitability of MFIs and controlling delinquency.

### **VII. Rural Entrepreneurship**

**L.H. 8**

Concept of Rural entrepreneurship; Need for and importance of rural entrepreneurship; Types of rural entrepreneurship; Development of rural entrepreneurship; Problems and challenges of rural entrepreneurship; Characteristics of a successful entrepreneur; Role of microfinance in the rural entrepreneurship development; Linkages between sustainability of microfinance institutions and rural entrepreneurship; Creation of rural enterprises: recognizing entrepreneurial opportunities, preparation of business plan, financial analysis and financial reporting, auditing and preparing annual report of microenterprises; Challenges of rural entrepreneurship in Nepal.

#### **Textbooks**

1. Ledgerwood, J. 2001. Microfinance Handbook: An Institutional and Financial Perspective: Sustainable Banking with Poor. Washington D.C: The World Bank.
2. Khanka, S.S. Entrepreneurial Development. New Delhi: S. Chand & Company LTD.



## References

1. Joanna Ledgerwood. 2013. *The New Microfinance Handbook: A Financial Market System Perspective*. Washington D.C: The World Bank.
2. Armendariz, de Aghion, Beatriz and Jonathan Morduch. 2005. *The Economics of Microfinance*. Cambridge MA and London: The MIT Press.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Social Entrepreneurship**

Code No. ENT 665

Credit Hours: 3

Area of Study: Specialization (Small Business and Entrepreneurship)

L.H.48

**Course Objective**

The main objective of this course is to introduce the study of entrepreneurship in the social sector, considering both profit and non-profit enterprises operating with the primary motive of solving social issues and problems in a sustainable manner. Although social opportunities are not reflected as clearly in nations' economic growth, entrepreneurial skills and energy are brought to bear on social problems and unmet needs, transforming them into authentic opportunities to create social value.

**Course Description**

This course deals with the concepts and theories of social entrepreneurship and social entrepreneurs. The course will provide students with the framework for understanding and analyzing the nature of social issues and problems, and determining the need for creating social enterprises and achieving their success. The major topics that are included in the course are social entrepreneurship ideas and opportunities, developing the concept of social enterprise and social enterprise business plans, social enterprise fundraising and marketing, and social enterprise launch, growth and goal attainment.

**Learning Outcomes**

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

- Explain the emergence of social entrepreneurship as global movement and its growth the world over and in Nepal.
- Appreciate the theories of social entrepreneurship and analyze the forces on social entrepreneurship.
- Describe traits and characteristic features of successful social entrepreneurs with examples of world renowned entrepreneurs.
- Recognize ideas and opportunities for creating social enterprises and examine the creative process of social entrepreneurship.
- Develop social enterprise's concepts and business models.
- Formulate social enterprise's business plan.
- Comprehend the methods of fund raising for social enterprises.
- Figure out social enterprise's marketing and growth strategy.
- Examine challenges of social enterprise's growth and change

## **Course Contents:**

### **I. Introduction**

**L.H.9**

Meaning and nature of social entrepreneurship; Characteristics of social entrepreneurship; Comparison of social entrepreneurship and business; entrepreneurship Corporate social entrepreneurship; Emergence of social entrepreneurship as global movement; Motivation of social entrepreneurs; Social entrepreneurship process; History and evolution of social entrepreneurship; Types of social entrepreneurship; Issues and challenges of social entrepreneurship; Major success stories of social entrepreneurship; Case studies on Nepalese social enterprises.

### **II. Social Entrepreneurs:**

**L.H.5**

Concept, traits and characteristics of successful social entrepreneurs; Functions of social entrepreneurs; Difference between social entrepreneurs, business entrepreneurs, government and social activism; Examples of world-renowned social entrepreneurs, including Nepal; Challenges facing by social entrepreneurs in Nepal.

### **III. Social Entrepreneurship Ideas and Opportunities:**

**L.H.6**

Social ideas and opportunities; Role of innovation; Opportunity recognition and opportunity recognition tools; Social opportunity assessment tool; Social value potential; Market potential; Competitive advantage potential; Sustainability potential; Overall potential; Opportunity and mission.

### **IV. Strategic Plan for Social Venture:**

**L.H.8**

Importance of social venture planning; Developing a venture plan for a social venture; Vision and mission of social venture; Theory of change (Social Impact Theory; Social venture business model; Social venture competition; Management team and operational plan; Social venture growth strategy; Social venture financial plan; Preparation and presentation of social venture plan (project work for students).

## **V. Organization Structure of Social Venture**

**L.H.5**

Organizational design options; Pure nonprofits; Pure for-profits; Hybrids - for-profits with nonprofit subsidiaries, nonprofits with for-profit subsidiaries, nonprofits with nonprofit subsidiaries, nonprofit-nonprofit partnerships, nonprofit-for-profit partnerships.

## **VI. Funding Social Ventures:**

**L.H.9**

Challenges of capital raising for social venture; Determining capital needs; Intentions of investors Aligning values and mission with investors; Mission-related investment; Grant funding; Impact investing market – impact investor categories; Public-private partnership; Finding right form of investment; Public traded and private market investments; Sources of investing and funding; Direct vs. funds strategy; Structural challenges for impact investing; Patient and growth capital; Investment decision process and due diligence process; Building partnerships to create impact.

## **VI. Growth Strategies of Social Venture**

**L.H.3**

Need for social venture growth; Challenges to growth; Growth strategies; Scaling enablers – marketing and networking.

### **Textbooks**

1. Kickul, J. and Lyons, T. S. *Understanding Social Entrepreneurship*. New York: Routledge
2. Brooks, A.C. *Social Entrepreneurship: A Modern Approach to Social Value Creation*. New Delhi: Prentice-Hall India Ltd.

### **References**

1. Bornstein, D. and Davis, S. *Social Entrepreneurship: What Everyone Needs to Know*. New Delhi: Oxford University Press.
2. Gunn, R. and Durkin, C (Eds.). *Social Entrepreneurship: A Skills Approach*. Bristol: The Policy Press

# **Specialization Courses**

## **(Human Resources Management)**

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Labour Relations Management**

Code: MGT 631

Credit Hours: 3

Area of Study: Specialization (HRM)

L.H. 48

**Course Objectives**

The aim of this course is to introduce the student to the concepts and complexities of labour relations management and to explore various techniques for successfully managing this critical area of business. This course introduces students to the various schools of thought on the relationship between workers and management, as well as the current labor-management relations in Nepal. The course gives a balanced perspective on the requirements and goals of both unions and management and prepares students to deal with labour relations issues in the workplace.

**Course Description**

This course deals with the context, policy, institutions and mechanisms of labour relations management and includes the labour relations system, the environment, policy and legislation, trade unionism, industrial disputes, collective bargaining, workers' participation, the work-place environment, and wage issues in the context of Nepal.

**Learning Outcomes**

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

- Describe labour relations management concepts, theories, approaches and practices;
- Analyze the conflict management theories and practices;
- Discuss the concept of unionism and the implications of unionization;
- Explain the labour participation concept and practices;
- Examine the wage formulation practices and the issues;
- Review the preparatory and execution elements of collective bargaining and of processes to break impasse such as strikes, lockouts, mediation, and arbitration;
- Discuss the grievance handling procedure;
- Understand the framework of labour legislation in Nepal;
- Outline the rights, duties, and obligations employers and unions have under the Labour Act;
- Understand the role and activities of ILO in Nepal.

## Course Contents

### **I. Labour Relations Management – Concepts and Approaches L.H.6**

LRS – concept: Players of LRS – their composition, features and role in labour relations management; Systems framework and theoretical perspectives; Influencing factors of LR in enterprise and the consequences.

### **II. Labour Relations Management Environment L.H.8**

Labour relations management climate – social, political, legal, labour market and economic forces influencing labour relations management in Nepal; Labour legislation in Nepal – main provisions and features of the Labour Act, Trade Union Act and Bonus Act; ILO and labour related activities and projects in Nepal; Employers' associations in Nepal.

### **III. Trade Unionism and Legal Framework L.H.7**

Concept; Functions, structure and responsibilities of trade unions; History of trade union development in Nepal; Legal framework; Registration and recognition of trade unions; Existing structure of trade unions; Problems of multi-unionism; Inter-union conflict.

### **IV. Industrial Disputes L.H.6**

Definition; Causes and effects of industrial disputes; Types of disputes – legal and illegal, overt and covert expressions of conflict; Unfair labour practices; Procedures of making claims and complaints by unions.

### **V. Grievance Handling and Collective Bargaining L.H.7**

Causes of grievances; Grievance handling procedure; Industrial relations machinery – prevention and settlement of disputes; Conciliation and arbitration system and procedural aspects for settlement of grievances; Labour court – its composition and functioning; Collective bargaining system - concept, characteristics, purpose and significance of collective bargaining; Prerequisites for collective bargaining; Legal framework of collective bargaining; Collective bargaining in Nepal.

### **VI. Compensation and Reward Management L.H.7**

Nature and Significance of wage and salary administration; Wage components; Criteria and methods of wage determination; Minimum wage policy in Nepal; Wage differentials; Union influence in wage fixation; Profit sharing, incentives and fringe benefits in use; Issues and constraints in wage determination in Nepal.

*Workers' participation in management – concept, purpose and significance; Forms of participation; Worker's participation in Nepal - shop floor, plant Level, board level; Legal provisions; Workers' social welfare, health and safety issues in Nepal.*

**Texts and References**

1. Pant, P. R and Manandhar, N. *Industrial Relations in Nepal*. Kathmandu: FNF and IRF.
2. Monappa, A. *Industrial Relations*. New Delhi: Tata McGraw Hill.
3. VenkataRatnam, C.S. *Industrial Relations*, New Delhi: Oxford University Press.
4. Verma, P. *Management of Industrial Relations*. New Delhi: Tata McGraw Hill.
5. Kanoon ByabasthaSamiti. *Labour Act, Trade union Act and Bonus Act*. ILO Publications and Reports



**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Compensation Management**

Code: MGT 632

Credit Hours: 3

Area of Study: Specialization (HRM)

L.H.48

**Course Objectives**

The purpose of this course is to introduce students to a systematic framework for identifying and designing compensation systems that add value to organizations. The course deals with tangible and intangible aspects of compensation, as well as the use of compensation to motivate and reward employee performance. This course will thus provide students with a thorough knowledge of various concepts, methods and practices of compensation management.

**Course Description**

This course provides an understanding of the process, issues and techniques involved in developing and administering a compensation system. Students will examine the context of compensation and benefit concepts and practices, the criteria used to compensate employees, compensation system design issues, employee benefits, and contemporary challenges. The topics included in the course are: job evaluation, compensation system components, wage and salary administration, and the interrelationship between employee performance and intrinsic and extrinsic rewards. In addition, students analyze the influence of unions and the government in determining the compensation of the labor force.

**Learning Outcomes**

Students completing this course will have a practical and comprehensive understanding of the complexities of compensation and reward systems along with an in-depth appreciation of the key ingredients necessary to ensure their successful implementation in any organizational setting.

*By the end of this course students will be able to:*

- Describe basic concepts and the context of compensation and reward management;
- Define the strategic importance of compensation, incentives and benefits to employees in the workplace;
- Illustrate different ways to strengthen the pay-for-performance link;

- Design performance pay and indirect pay plans necessary to attract, retain and motivate the workforce;
- Develop a compensation strategy that fits in with the company's strategic goals, supports its culture and its managerial strategy;
- Describe the link between reward systems and human behavior;
- Explain the legal and regulatory influences on employee compensation and benefits practices in Nepal.

## **Course Contents**

### **I. Introduction L.H.8**

Conceptual framework of compensation management; Purpose and importance of compensation; Basic factors influencing compensation management; Components of compensation; Internal and external equity; Direct and indirect compensation; Impact of contextual variables (e.g., location, industry, labor unions) on compensation; Various types of incentive and pay-for-performance strategies and plans; Impact of compensation on performance and outcomes; Generally accepted principles governing the fixation of compensation.

### **II. Compensation Planning L.H.7**

Concept; Developing compensation strategy; Job evaluation systems and methods; Job assessment; Compensation structure; Wage and salary surveys and benchmarking; Preparing salary matrix; Development and use of compensable factors; Rating of compensable factors; Compensation issues in Nepal.

### **III. Base Pay Structure Design L.H.8**

Pay structure architecture; Determining pay policy; Displaying job data; Identifying lowest and highest rates of pay; Developing pay grades - single rate pay grade, two tier wage plan, multiple point pay structure, range or spread dimension; Determining pay grade minimum and minimum rates of pay; Internal design consideration; Spread of range and steps; Pay grade overlap; Broad banding.

### **IV. Rewards and Incentives L.H.9**

Concept of rewards; Difference between a reward system and a compensation system; Extrinsic and intrinsic rewards; Compensation and reward strategy; Criteria for evaluating a compensation system; Implications of the most effective reward and compensation system; Strategic reasons for incentive plans; Administering incentive plans; Individual incentive plans, group and team incentive plans; Measuring and paying for performance; Merit pay, Performance appraisal - cost-effectiveness analysis; Designing a job content-based performance appraisal program.

## **V. Short and Long Term Incentives**

**L.H.7**

Concept; Designing short-term incentives; Premium and differentials; Pay for unit produced; Individual based bonus and rewards; Organization-wide short term incentives; Long term incentives and deferred compensation plan; Social security - retirement and pension plans; Profit sharing plan; Stock bonus plan.

## **VI. Managing Employee Benefits**

**L.H.6**

Nature and types of benefits; Employee benefit programs - security benefits, retirement security benefits, health care benefits, time-off benefits; Fringe benefits and allowances; Benefit administration; Legal and regulatory aspects of compensation and benefits in Nepal.

### **Texts and References**

1. Henderson, R. I. *Compensation Management in a Knowledge-based World*. New Delhi: Pearson Education.
2. Mulkovich, G. T and Newmann, J. *Compensation Planning*. New Delhi: New Delhi: McGraw Hill Publication.
3. Singh, B. D. *Compensation and Reward Management*. New Delhi: Excel Publications.
4. Martocchio, J. J. *Strategic Compensation*. New Delhi: Pearson Education.
5. Rao, N.S. *Compensation System and Performance Management*. New Delhi: Himalaya Publishing House.
6. Bhattacharya, D.K. *Compensation Management*. New Delhi: Oxford University Press.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Human Resource Development**

Code: MGT 633

Credit Hours: 3

Area of Study: Specialization (HRM)

L.H.48

**Course Objectives**

The major objective of the course is to explain and demonstrate the contribution of HRD to an organization and enable students to develop the ability to decide on learning and training needs and have competence in the design and delivery of learning programs. The course will also equip students to develop themselves into a capable HRD practitioner, or a manager who can facilitate the learning of others. The process of identifying needs and designing and delivering HRD interventions that are part of the course are crucial skills for all managers.

**Course Description**

The course will focus on the role of HRD in designing and implementing appropriate strategies in line with the business goals of their organization. The course will include topics related to design, development, implementation and evaluation of HRD programs. In addition to the HRD process, it would cover a number of HRD interventions like coaching, mentoring, and counseling and will also address the competency mapping framework of HRD, the role of HRD in career planning and development, the organizational learning process and making organizations into learning organizations.

**Learning Outcomes**

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

- Explain the important terminology, facts, concepts, principles, analytic techniques and theories used in the field of human resources development;
- Distinguish between HRD and human resource management (HRM)
- Develop employee skill profile and identify skill gaps;
- Identify and describe each of the major HRD functions and recognize the various roles and competencies of an HRD professional;
- Explain human resources development (HRD) and its emerging concepts, the difference between education, training, and learning;
- Design a training program framework and evaluate its effectiveness;
- Apply and evaluate a learning process starting with training needs analysis to assessment, evaluation and audit process;

- Integrate (or synthesize) important facts, concepts, principles and theories in the field of human resources development when developing training programs and finding solutions to multifaceted human resources development problems;
- Evaluate the HRD role dealing with contemporary challenges.

## **Course Content**

### **I. Introduction**

**L.H.7**

The concept of HRD; Emergence of HRD and functions; Purpose, scope and benefits of HRD; Features and types of HRD; Strategic management and HRD; Links of HRD with organizational strategies, goals and sub-systems; Interrelationship between HRD and HRM; Role of HRD professionals in organizations; A framework for the HRD process; Challenges before HRD professionals.

### **II. HRD Process**

**L.H.6**

Models of analysis: at an organizational, task and individual level; Rationale for analysis; Methods utilized for analysis for identifying HRD needs; Process of designing and developing training programs.

### **III. HRD and Organizational Learning**

**L.H.6**

Organizational socialization and the role of HRD; Role interpretation; Benefits of formal induction programs; Principles and methods of learning; Role of learning in developing a group of trainees;

### **IV. Training and Development**

**L.H.9**

Training and Development: concept, significance, methods, techniques and strategies; Needs assessment; Employee skill profile and skill gaps analysis; Training -steps and process; Types of training -on the job and off the job; Essentials of training and management development programs; Training and management development programs - the design, delivery, methods and media, assessment and evaluation; Communication process in training; Monitoring and evaluation of training and management development programs; Training institutions and Future of training of talented employees in Nepal.

### **V. Employee Coaching, Performance and Career Planning**

**L.H.5**

Concept of coaching and career planning; Coaching to improve poor performance, coachin methods and coaching skills; Career planning, management, and development; Career development stages and activities; Role of individual and organization in career planning; Issues in career management in Nepalese organizations.

## **VI. HRD Interventions**

**L.H.5**

Mentoring for employee development; Role of mentoring in development; Understanding the role and responsibilities of mentor and mentee; Implementing the mentoring process; Mentoring relationship; Competency mapping framework of HRD; Steps in competency mapping.

## **VII. HRD Audit**

**L.H.3**

Meaning, characteristics, objectives and role; Benefits of using HRD audit; Types of HRD audit reports.

## **VIII. Emerging HRD Issues**

**L.H.4**

Adapting to workplace diversity; the increasing development of networks and global alliances; ethics, corporate social responsibility and sustainability; faster pace and less resources; working as an HRD contractor as opposed to a full time employee. The future of HRD and HRD Ethics: Research, practice and education of HRD for innovation.

## **Texts and References**

1. Werner, J. M. and DeSimone, R. L. *Human Resource Development*. New Delhi: Cengage Learning.
2. Krishnaveni, R. *Human Resource Development*. New Delhi: Excel Books.
3. Singh, S. K. *Human Resource Development*. New Delhi: Atlantic Publishers.
4. Pareek, U. and Purohit, S. *Training Instruments for HRD and OD*. New Delhi: McGraw Hill.
5. Rao, T. V. *HRD Audit: Evaluating the HR Functions for Business Improvement*. New Delhi: SAGE Publications.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Performance Management**

Code: MGT 634

Credit Hours: 3

Area of Study: Specialization (HRM)

L.H.48

**Course Objectives**

This course is concerned with identifying, measuring and developing the performance of individuals and teams and aligning their performance with the strategic objectives of the organizations. Students will thus obtain a basic understanding of the critical aspects of developing a performance management and measurement system. The focus will especially be driven by the technique of the balanced scorecard (BSC), which combines financial and non-financial ratios into an integrated framework of strategic leadership and control.

**Course Description**

Implementing performance management systems is related to many advantages in organizations, such as increased employee motivation, competence and self-esteem, clearly defined job descriptions and goals, identification of under performers, enhanced employee engagement and commitment, among others. This course thus identifies the knowledge and skills needed for effective management of organizational performance and examines the design of performance management systems that aim to transform organizational objectives into performance outcomes.

**Learning Outcomes**

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

- Define performance management, its objectives, importance and various dimensions;
- Explain the different advantages of implementing well-designed performance management systems;
- Describe and understand that performance management is an on-going process composed of several sub-processes, such as performance planning, execution, assessment, and review;
- Understand different approaches to performance measurement;
- Understand and develop key skills involved in effective performance management system;
- Plan effective performance management policies and practices to improve individual, group and organizational performance;
- Critically evaluate the effectiveness of performance management;

- Recognize deficiencies in the existing systems and suggest how these can be improved.

## **Course Contents**

### **I. PM: Meaning, System and Process L.H.10**

Definition and concepts of performance management; Performance management philosophy -meaning, objectives and limitations; Performance management system – purpose and dimensions; Problems of criteria – performance standards and performance measures; Process of PM; PM as a management tool; PM as an HRD function; Performance management framework; Developing and implementing a performance management system.

### **II. Planning and Implementation of PM L.H.6**

Overview of performance planning; Selecting a measurement approach; Developing job descriptions; Defining performance standards; Key result areas; Competencies and skills; Characteristics of effective performance metrics.

### **III. Performance Appraisal and Monitoring L.H.9**

Characteristics of effective appraisals; Designing appraisal forms; Implementing performance appraisal process, Performance review discussions; Improving quality of performance ratings; 360 Degree appraisal; e-Appraisal; Performance monitoring; Performance management documentation; Performance management audit.

### **IV. Performance Appraisal Methods L.H.11**

Past oriented appraisal methods – rating scale, check lists, force field method, critical incident method, behaviourally anchored rating scales, field review method, performance test and observations, comparative evaluation approaches, ranking method, point allocation method, paired comparisons, future oriented appraisal methods – self appraisal, management by objectives, psychological appraisals, assessment centres.

### **V. Performance Management and Development Issues L.H.9**

Coaching; Counseling and mentoring; Managerial controls; Potential appraisal; Competency mapping; Performance related pay; Implementing performance management system- strategies and challenges; Role of HR professionals in performance management; Performance appraisal and management practices in Nepalese organizations.



### **Texts and References**

1. Rao, T.V. *Performance Management: Toward Organizational Excellence*. New Delhi: Sage Publishers.
2. Rao, T.V. *Performance Management and Appraisal Systems*. New Delhi: Sage Publishers.
3. Aguinis, H. *Performance Management*. New Delhi: Pearson Education.
4. Sahu, P. K. *Performance Management System*. Excel Books India.
5. Verma, A. and Budhwar, P. S. *Performance Management Systems: Experiential Approach*. SAGE Publications.
6. Chadha, P. *Performance Management*. New Delhi: Macmillan India Ltd.
7. Suri, G.K. *Performance Measurement and Management*. New Delhi: Excel Publications.
8. Kohli A.S. & Deb T. *Performance Management*. New Delhi: Oxford University Press.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Conflict Management and Negotiation**

Code: MGT 635

Credit Hours: 3

Area of Study: Specialization (HRM)

L.H.48

**Course Objectives**

This course aims at providing a systematic introduction to concepts, theories and practices, with a focus on handling conflict and negotiation. Effective conflict management involves analyzing a conflict, understanding the dynamics between the parties, and determining the appropriate method of conflict resolution. Negotiations are a critical element in resolving conflicts effectively. Students will thus develop an understanding of conflict dynamics and the art and science of negotiation.

**Course Description**

This course will give students an overview of the main conflicts that occur at work and discuss the reasons why conflicts arise, and the important conflict management methods. The course content is composed of two intimately related parts. The beginning part introduces the nature and types of conflict, the mechanism of conflict handling, and the conflict resolution methods. The second part deals with the characteristics of interest-based negotiation and negotiation strategies.

**Learning Outcomes**

*On completion of the course, the student should be able to:*

- Discuss the theoretical perspectives related to conflict management and negotiation;
- Understand the underlying principles to consider when conducting a conflict management program or negotiation;
- Apply interest-based negotiation techniques to real experiences, including techniques for resolving conflicts in negotiation situations;
- Analyze the role of communication in conflict management and negotiation processes;
- Describe methods used to analyze conflict situations and design a resolution plan;
- Develop ability to take others' perspectives;
- Recognize and explain the role of communication in professional conflict and negotiation;
- Evaluate the effectiveness and appropriateness of strategies, methods, and responses that are appropriate to a given conflict situation.

## **Course Contents**

### **I. Understanding the Conflict Dynamics L.H.7**

Concept of conflict; Nature, feature and process of conflict management; Types of conflict – task, relationship, goal and value conflicts; Levels of conflict; Sources of conflict in an organization; Effects of conflict; Sociological thought on conflict; Change leading to conflict; Systems approach to conflict diagnosis and management.

### **II. Stages and Classification of Conflict L.H.6**

Stages in conflict – latent conflict, perceived conflict, felt conflict and manifest conflict; Classification of conflict – Personal conflict; Intra-personal and inter-personal conflicts; Intra-group and intergroup conflicts; Role conflict.

### **III. Conflict Management within Organizations L.H.8**

Conflict as a process; Identifying the conflict, context, and individuals involved within the conflict; Dynamics of conflict management; Common manifestations of conflict; Conflict management style – competing, compromising, avoiding and collaborating; Leadership roles and power dynamics; Traditional and contemporary thinking about conflict management.

### **IV. Psychological Process in Conflict Management L.H.10**

Understanding the importance of perception in conflict management and negotiation; The complexity of perception; Recognizing perceptual differences in negotiation; Personality factor in negotiation; The effect of personality differences on negotiation; Personality traits and negotiation approach and temperament; Self-monitoring; Creativity; Charisma; Emotional intelligence; Key negotiating temperaments; Cultural differences and their effect in negotiation; Considering gender differences in negotiation; Assertive behavior and its impact on negotiation; Negativity bias.

### **V. Styles and Process of Negotiation L.H.6**

Negotiation styles and process; Stages of negotiation process; Preparing for negotiation -strategy, style, tactics and gambits; Choosing the appropriate process and style; Ethical considerations in negotiation.

### **VI. The Personal Nature of Negotiation L.H.8**

Preparing arguments to persuade; Reinforcing with supporting facts and data; Communicating in negotiation; Effective speaking and listening in negotiation; Filtering; Electronic communication; Third party intervention – arbitration, conciliation and mediation; Post negotiation evaluation; Assessment tools.

### **Texts and References**

1. Singh, D. B. *Managing Conflicts and Negotiation*. New Delhi: Excel Books.
2. Barbara, A. *Conflict Management*, New Delhi: Pearson Education
3. Barbara, A. *Conflict Management: A Practical Guide to Developing Negotiation Strategy*, Pearson Education.
4. Carrell, M. R. and Heavrin, C. J. D. *Negotiating Essentials: Theory, Skills and Practices*. New Delhi: Pearson Education.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Organizational Change and Development**

Code: MGT 636

Credit Hours: 3

Area of Study: Specialization (HRM)

L.H.48

**Course Objectives**

In today's fast-changing business world, organizations must be prepared for these changes and should assist them in implementing them. This course aims to give a broad theoretical and practical understanding of key concepts and issues in managing organizational change and development. The course emphasizes the human relations role in change and the role of human relations professionals as change agents.

**Course Description**

This course examines the major components of organization change and development. The topics covered are: the evolution of organization development, the nature of change, the role of change agents, and how change agents can effectively manage and implement change in organizations.

**Learning Outcomes**

*At the completion of this course, the student will be able to:*

- Define various terms relating to organizational change and development;
- Identify and describe the historical and contemporary transformations impacting the workplace;
- Recognize ethical principles in organization change and development;
- Understand the principles of systems thinking and relevant theories and models that are foundational to organizational change concerning individuals, groups, and organizations for change initiatives;
- Recognize common symptoms and reactions to change in the workplace and recommended interventions to address the reactions/resistance;
- Develop an awareness of influencing and facilitating change and development;
- Design and plan the implementation of multiple OD interventions.

## Course Contents

- I. An Overview of Organizational Change** **L.H.6**  
Basic concept, nature, forces; Planned change - need for change, types of change; Content and process theories of organizational change; Change and its impact; Diagnosis and resistance to change; Implementing change; Strategies and skills for communicating change.
- II. Management of Change** **L.H.9**  
Managerial approaches for implementing change; Perspectives on change; Understanding the change process; Change management - leading the change process, facilitating change, dealing with individual and group resistances; Significance of structure for change; Structural choice and change; Business process reengineering; Leadership and change; Organizational culture and change; Role and significance of HRD in the change process.
- III. Forms of Organizational Change** **L.H.7**  
Contemporary trends in organizational design and structures; Emerging forms of organizational change – mergers and acquisitions, turnaround management; Process based change; Business process re-engineering, TQM; Downsizing and outsourcing.
- IV. Organizational Development** **L.H.9**  
Concept of OD; Foundations of OD; The field of OD; Process, assumptions and steps of OD; OD as action research process; Diagnostic strategies – diagnostic activities, team building, survey feedback, process consultation and goal setting; Power, politics and ethics in OD; OD change agents.
- V. Organizational Development Interventions** **L.H.5**  
Types and process of OD interventions; OD approaches and models; Team interventions; Structural and miscellaneous OD interventions; IT and OD; TQM and OD; Organizational creativity.
- VI. Perspectives of Organizational Development** **L.H.4**  
Learning organization; Knowledge management and OD; Organizational design and work culture; Organization restructuring; OD and diversity management.

## VII. Evaluating and Maintaining the Change

L.H.5

Approaches to evaluating change – prescriptive and emergent; Benefits of evaluating change; Types of evaluation; Steps to evaluating change; Strategies – Survey, checklist, interviews, and longitudinal data analysis; Organizational audit.

### Texts and References

1. Cummings, T.G. and Worley, C.G. *Organization Development & Change*. Cengage Learning.
2. French, W., Bell, C.H. and Zawacki, R.A. *Organization Development and Transformation: Managing Effective Change*. New Delhi: McGraw-Hill.
3. Bhattacharya, D. K. *Organizational Change and Development*. New Delhi: Oxford University Press.
4. Thornhill, L. S. *Managing Change: A Human Resource Strategy Approach*. New Delhi: Pearson Education.
5. Senior, B. and Fleming, J. *Organizational Change*. New Delhi: Dorling Kindersley (India) Pvt. Ltd.
6. Paton, R. A. and McCalman, J. *Change Management; A guide to effective implementation*. New Delhi: Response Books.
7. Radha R. Sharma, *Change Management: Concepts and Applications*. New Delhi: Tata McGraw Hill.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Strategic Human Resource Management**

Code: MGT 637

Credit Hours: 3

Area of Study: Specialization (HRM)

L.H.48

**Course Objectives**

The course introduces students to strategic human resource management as a field of theoretical study and for professional practice. It discusses the strategic, managerial and operational roles of human resource management in an organization. The purpose of this course is to provide a unique perspective on human resource management as a strategic function by emphasizing the issues of vertical integration of HR strategy with business strategy as well as horizontal integration of various HR functions to gain a competitive advantage for an organization.

**Course Description**

This course adopts an integrative approach. It is about both the design and execution of human resource management strategies. This course is basically focused on systematically and strategically thinking about the various aspects of managing the organization's human assets, and designing what really needs to be done to implement such aspects to achieve competitive advantage. HRM policy decisions can no longer be designated as a staff function for a firm to achieve a competitive advantage. The employment of HRM policies and practices is a general management responsibility. This course also helps to determine the organizations' position from a long-term perspective.

**Learning Outcomes**

*After taking this class, students will be able to:*

- Demonstrate knowledge about fundamental principles, theories and concepts in strategic human resource management with a clear demarcation HR and SHR;
- Explain the strategic role of human resource management in a competitive environment;
- Plan and design a highly effective strategic HRD practices;
- Demonstrate an understanding of strategic design and redesign of the work system in a continuously changing environmental and technological context;
- Analyze and assess the present status of the organizational resources and competencies, examine the strategic orientation of the organization, and implement the HR strategies in integration with the organizational strategies;



- Identify and analyze human resource management problems in organizations and develop strategic solutions to these problems;
- Strategically prepare to mold the organization according to the changing context and prepare it for better tomorrow.

## **Course Contents**

### **I. Introduction to Strategic Human Resource Management L.H.7**

Concept and meaning of Strategic HRM; From personnel management to SHRM; Aims of strategic HRM; Strategic role of HRM; Approaches to strategic HRM; Traditional Vs. strategic HR; Typology of HR activities; 'Best fit' approach Vs 'Best practice' approach; Strategic roles of top management, Benefits of integrating HRP with strategic planning; Barriers to Strategic HR; The changing context of HR.

### **II. HR Strategies L.H.7**

HR strategies - definition and concept; Types of HR strategies; Models of SHRM; Process of SHRM; Business Strategies; Corporate Strategies; Main contents of HRM strategy; Criteria for an effective HR strategy; Strategies for improving organizational effectiveness; Developing HR strategies; Setting out the strategy; Conducting strategic reviews.

### **III. Functional Aspects of SHRM L.H.7**

Strategic workforce analysis and planning; Identification of HR issues; Competency mapping; Strategies for organizational performance; HRD strategies, Recruitment and selection, Electronic recruitment, Compensation and reward; Organizational learning and knowledge management strategy; Employee engagement strategy; Employee relations strategy.

### **IV. Talent Management and Succession Planning L.H.7**

Talent management - concept and features; Career planning and succession planning; Career planning perspectives - organization-centered career planning; Individual-centered career planning; Succession planning - concept and elements of succession planning; Relation between career planning and succession planning; challenges of succession planning; Mentoring.

### **V. Design and Redesign of Work System L.H.6**

Design of work system; Strategic redesign of work systems; Mergers and acquisitions; Flexi time; Impact of technology; HR issues and challenges related to technology, telework, employee surveillance, monitoring and control, Strategic e-HR, virtual teams, social networking; Understanding and managing change.

**VI. Formulating and implementing HR strategies** **L.H.5**

Condition of workforce utilization - assessment of surpluses and shortages; Assessment of competency and potential; Fundamental process considerations; Characteristics of the process; Formulating and implementing HR strategies.

**VII. HR Strategy for Corporations of Tomorrow** **L.H.6**

The corporations of tomorrow; Information age; Virtual corporation; Diversity management and global HRM; IT in SHR; Social responsibility; HR outsourcing; Contingent and temporary workers; Separation and retention management, force reduction, turnover and talent retention, retirement, alumni relations.

**Texts and References**

1. Greer, C. R. *Strategic Human Resource Management*, New Delhi: Pearson Education.
2. Mello, J. A. *Strategic Human Resource Management*. Stanford: Cengage Learning.
3. Millmore, M., & Lewis, P. (2007). *Strategic human resource management: contemporary issues*. Pearson Education.
4. Sharma, A. and Khandekar, A. *Strategic Human Resource Management: An Indian Perspective*. New Delhi: SAGE Publications.

# **Specialization Courses**

## **(Information technologyManagement)**

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Data Management System**

Code No. ICT 641

Credit Hours:3

Area of Study: Specialization (Information technology Management)

L.H.48

**Course Objectives**

The objective of this course is to provide students with a comprehensive understanding of database design, development, implementation, and management of corporate databases used by business organizations in today's world.

**Course Description**

The course provides fundamental concepts of data and database systems, their design with essential features of data normalization and data tuning. The course introduces the basic structure of database management system (DBMS) languages, their applications, processing, and significance for acquiring business intelligence in reference to the relational database management system (RDBMS) Oracle. The course also orients students to advances in databases, their administration and security.

**Learning Outcomes**

After the successful completion of the course, students will be able to understand and use internal and external data related to their business. The students will be able to comprehend the database design, its optimization, and its use to generate business intelligence for managerial decision making. The students will also get oriented towards the use of modern-day databases where business is marching towards e-commerce through mobile applications.

**Course Contents**

**I. Basics of Database**

**L.H.4**

Data vs. Information, database and its types, database management System (DBMS). Database models (Hierarchical, Network, Relational, and Object Oriented).

**VIII. Database Design**

**L.H.6**

The Entity Relationship Model (ERM), Developing Entity Relationship (E-R) Diagram, The Extended Entity Relationship Model (EERM), Database Design Challenges. The Information System development cycle, The database life cycle.

**III. Data Normalization** **L.H.6**

The concept of Data Normalization, Need for Data Normalization, Normalization Methods, De-normalization. Database performance Tuning concepts.

**IV. Database Management System (DBMS) Languages** **L.H.6**

Data Definition Languages (DDL), Structured Query Language (SQL) Data Definition, Data Manipulation, and Select Statements and Clauses, Aggregate Functions, Data and Time functions, String Functions, Conversion functions, Mathematical functions, Special Operators

**V. Centralized and Distributed Database Management Systems** **L.H.6**

Centralized Vs. Distributed Database Management systems, DDBMS Components, DDBMS Processing, DDBMS Advantages and Disadvantages.

**VI. Database Management for Business Intelligence** **L.H.6**

Need for Data Analysis, Business Intelligence (BI), BI Architecture, Data Warehousing and Data Mining, Online Analytical Processing (OLAP), OLAP Approach, OLAP Architecture, OLAP Significance.

**VII. Advances in Database** **L.H.6**

Multidimensional Databases, Mobile Databases, Multimedia Databases, Open-source databases, Spatial Databases, Moving Object Databases, SQL databases

**VIII. Introduction to Oracle** **L.H.6**

Oracle as an RDBMS, Logging into Oracle, Command Summary of Oracle database, Database Administration in Oracle.

**IX. Database Administration and Security** **L.H.2**

Database Administration (DBA) Function, Role of DBA, Database Security.

**Main Text**

Coronel, C., Morris, S., & Rob, P. (2011). *Database Systems: Design, Implementation, and Management*. Ninth Edition. Cengage Learning.

**Reference Texts**

1. Gupta, S.B., & Mittal, A. (2017). *Introduction to Database Management System*. 2<sup>nd</sup> Edition, University Science Press.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**IT Risk Management**

Code No. ICT 642

Credit Hours: 3

Area of Study: Specialization (Information technology Management)

L.H.48

**Course Objectives**

The objective of the course is to expose students to IT risk assessment approaches, best practices, and standards in business organizations, so that the organization can properly handle the ever-increasing and perpetually mutating risks to their critical IT assets.

**Course Description**

The course reviews IT risk assessment and mitigation so that the business organization can adopt well-known risk management approaches and methodologies. In addition, the course helps students to develop a risk management program to address technological issues and human resources within the organization, to effectively undertake the risk assessment and mitigation function.

**Learning Outcomes**

After the successful completion of the course students shall be able to evaluate the IT risks in business organizations, develop a standard approach to mitigate the risks, enable staffs to assess the IT risks, and address the pertaining issues of IT in business process.

**Course Contents**

**I. IT Risk management Overview L.H.8**

Purpose and Scope of Risk Management, Risk Management Process, Elements of Risk Management, IT Risk Management, Risks in IT environment, Typical Risk Events, Risk Management Procedures.

**II. Information Security Risk Management Standards L.H.6**

ISO/IEC standards for IT Security, NIST Standards for IS network security; OECD Guidelines for Information systems and Network security.

### **III. Information Security Approach: Risk Management Methods and Tools**

**L.H.8**

ETSI Threat Vulnerability and Risk Analysis (TVRA) Method, ISO/IEC Baselines, Microsoft's Security Risk Management Guide, NIST Methodologies, Open-Source Approach and SOMAP, Practical Threat Analysis (PTA) Approach.

### **IV. IT Risk Management Policies and Procedures**

**L.H.8**

Purpose and Scope of Risk Management Policies, IT Risk Management in the Corporate World, Pragmatic Risk Management Process, Roadmap to Risk Management Process

### **V. IT Risk Management in Business Organizations**

**L.H.8**

Identifying Resources and Implementing the Risk Management Team, Organizational Models and Staffing, IT Security and Sourcing options, Risk Management Tools, Risk Management Services, Developing and Implementing Risk Management Team in Business Organizations

### **VI. IT Risks in Organization and Remedies**

**L.H.10**

Networked Enterprise Architecture, Layers of Enterprise Architecture, Key Components of Enterprise Architecture Environment, IT Vulnerability Identification/Classification, Dimension of Risk/Threat Analysis, Risk Remediation Planning, Remediation Approach

#### **Basic Text Book**

Kouns, J.&Minoli, D.(2010). *Information Technology Risk Management in Enterprise Environments*. John Wiley & Sons, Inc.

#### **References**

Blokdijk, G., & Engle, C., Brewster, J. (2008). *IT Risk Management Guide:Risk Management Implementation Guide,Presentations, Blueprints, Templates*.www <http://theartofservice.com>

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Data Privacy and Security**

Code No.ICT 643

Credit Hours: 3

Area of Study: Specialization (Information technology Management)

L.H. 48

**Course Objectives**

The objective of the course is to expose students to the vulnerabilities and challenges of IT Security and Privacy. The course aims to acquaint students with security techniques, the legal framework of IT policy and procedures, and privacy and security for big data.

**Course Description**

The course reviews the vulnerabilities and challenges of IT Security and Privacy, Techniques of e-Security and Privacy, Individual and Enterprise level security, Legislative provisions and readiness for IT Security and Privacy, and Security and Privacy issues with big data.

**Learning Outcomes**

After the successful completion of the course, students will be able to assess individual and enterprise level IT risks and their challenges. Students will also be able to comprehend legislative provisions, cyber security in Nepal, and security and privacy in the context of big data.

**Course Contents**

**I. Crimes and Threats over IT**

**L.H.8**

Understanding computer crimes and threats, Threats over networks, threats over servers, Threats over Data, Malicious Software, Mobile Risk Management, Contemporary Security Challenges and Vulnerabilities

**II. Security for Individuals**

**L.H.8**

Concept of Security in Digital age, Physical Security, Techniques of E-security, Technologies of E-security, Issues of E-security, Securing Computers and Data, Securing OS and Applications, Securing services over Internet, Security of Private and Public Cloud



### **III. Security for Organizations**

**L.H. 8**

Concept of E-security for organization, Assessing Organizational Security Risks and Need analysis, Risk evaluation and Loss analysis, Organizational Security Policy and Prevention, Security Outsourcing

### **IV. Privacy Policies and Procedures**

**L.H.8**

Concept of Privacy in Digital Age, Right to Information, Privacy Policy and Procedures, Privacy over Social Networks, Impact of Outsourcing on Privacy and Data Security.

### **V. Information Security and Government Policies**

**L.H.10**

Protecting Private and Public IT Infrastructures and Systems, Cyber Security Legislation and Regulations in global scenario, Cyber Security in Nepal, Nepal Government Cyber security policies, IT Forensic laboratory policies.

### **VI. Privacy and Security for Big Data**

**L.H.6**

The Basics of Big Data and Security Concerns, Impact of Technology on Privacy, Internet of Things and Big Data Security, Issues of Big Data Privacy and Security, Holistic Approach for Privacy and Security of Big Data

#### **Main Text**

1. Sadowsky, G., Dempsey, J.X., Greenberg, A, Mack, B,J,&Schwartz, A. (2003). *Information Technology Security Hand Book*, Infodev& The World Bank.

#### **Reference Texts**

1. Axelrod, C.W., Bayuk, J.L., &Schutzer,D. (2009). *Enterprise Information Security and Privacy*. Artech House, Inc.
2. Tamane, S., Solanki, V.K., Dey, Nilanzan (2017). *Privacy and Security Policies and Big Data*. IGI Global.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Cloud Computing**

Code No. ICT 644

Credit Hours: 3

Area of Study: Specialization (Information technology Management)

L.H.48

**Course Objectives**

The objective of the course is to understand the concept, services, standards, use, and issues of cloud computing from individual and organizational perspectives, using end user devices, including smartphones.

**Course Description**

The course overview of cloud computing, its nature, services, and collaboration opportunities using cloud. The course offers services offered by the cloud and their application in business. The course includes common standards of cloud computing, security and the privacy issues of cloud computing. The end user has access to cloud computing applications like Google cloud, MS cloud, and social networking applications. The course encompasses the increasing trend of using cloud-based services using smartphones.

**Learning Outcomes**

After the successful completion of the course, students will be able to understand the concept, nature, services and features of cloud computing. Students will be able to comprehend the cloud network's architecture, standards, and security and privacy concerns associated with cloud computing. Students will be able to recognize the use of cloud-based services via smartphones and relate their importance from a business standpoint.

**Course Contents**

**I. Introduction to Cloud Computing**

**L.H.6**

Definition, emergence and nature of cloud computing. Service offerings, benefits, and challenges of cloud computing. Evolution of cloud computing in terms of hardware, software, and service virtualization.

## **II. Services delivered from the Cloud** **L.H.6**

Cloud as a combination of Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS). Services delivered from the cloud: Communication as a Service (CaaS), Infrastructure as a Service (IaaS), Monitoring as a Service (MaaS), Platform as a Service (PaaS) and Software as a Service (SaaS).

## **III. Building Cloud Network** **L.H.6**

Evolution of Managed Service Provider (MSP) model of business, Concept of Private and Public Cloud, Collaboration through Cloud, Service Oriented Architecture (SOA), Data center-based SOA, Open-Source Software based SOA,

## **IV. Security and Privacy issues in Cloud** **L.H.6**

The Cloud, Digital identity and data security, the content level security, Cloud contracting and its models, Virtualization and location-based service in cloud, Commercial and Business considerations in cloud, Data security and privacy issues in the cloud.

## **V. Common Standards in Cloud Computing** **L.H.8**

The Open Cloud Consortium, The Distributed Management Task Force, Standards for Application Developers, Standards for Messaging, Standards for Security.

## **VI. End User Access to Cloud Computing** **L.H.8**

Cloud computing in reference to YouTube, Zimbra, Facebook, Zoho, DimDim

## **VII. Mobile Internet Devices and the Cloud** **L.H.8**

Smartphone and its features, Mobile Operating Systems (OS) for Smartphones, Mobile Platform Virtualization, Collaboration Applications for Mobile Platforms, Future Trends

### **Basic Text**

Rittinghouse, J. W., Ransome, J.F., (2010). *Cloud Computing: Implementation, Management, and Security*.CRC Press Taylor &Francis group.

### **References**

Buyya, R., Broberg, J., and Goscinski, A, (2011). *Cloud Computing:Principles and Paradigms*.New Jersey: John Wiley&Sons.

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Enterprise Resource Planning System**

Code: ICT 645

Credit Hours: 3

Area of Study: Specialization (Information technology Management)

L.H.48

**Course Objectives:**

- Understand the history and evolution of ERP and develop an understanding of how ERP systems can improve the effectiveness of information systems in organizations.
- Understand the business benefits of enterprise resource planning (ERP) systems.
- Recognize the factors associated with the evolution of enterprise systems, including business process re-engineering, client-server networking, and the emergence of integrated databases.
- Understand the role of process modeling in re-designing business processes.
- Understand the information systems development process for enterprise systems, including planning, design, and implementation.

**Course Description**

The course provides an overview of Enterprise Resource Planning (ERP) software systems and their role within an organization. It introduces the key concepts of integrated information systems and explains why such systems are valuable to businesses. Students will be guided through several hands-on activities involving various business processes in commercial software products.

**Learning outcomes**

The course aims to familiarize various business cases in which ERP concepts can be applied. Students can understand the interrelationships among business processes supporting sales and marketing, production, accounting and finance, and human resources. After going through this case students will be able to understand the overview of Business Intelligence (BI) and analytics in the ERP context.

## **Course contents**

### **I. Foundation for Understanding Enterprise Resource Planning Systems L.H.6**

The Emergence of Enterprise Resource Planning Systems, Business Benefits of ERP, ERP Modules, Design alternatives, Challenges.

*Chapter case and application exercise*

### **II. Re-engineering and Enterprise Resource Planning Systems L.H.7**

Business process re-engineering, process modeling, making re-engineering work, how information technology facilitates ERP, the emergence of process enterprises

*Chapter case and application exercise*

### **III. Planning, Design, and Implementation of Enterprise Resource Planning Systems L.H.7**

Traditional systems development, new approaches to systems development, the ERP systems development process, ERP implementation steps

*Chapter case and application exercise*

### **IV. ERP Systems: Sales and Marketing, Accounting and Finance L.H.7**

Management control processes in sales and marketing, sales and marketing modules in ERP systems, ERP and customer relationship management, integration of sales and distribution with other modules, Management Control Processes in Accounting, Accounting and Finance Modules in ERP Systems, The New Role for Management Accounting

*Chapter case and application exercise*

### **V. ERP Systems: Production and Materials Management L.H.7**

Management control processes in production and manufacturing, capacity planning processes, production planning and manufacturing modules in ERP systems, materials management modules in ERP systems, the future of ERP in manufacturing and the supply chain

*Chapter case and application exercise*

### **VI. ERP Systems: Human Resources L.H.7**

Human Resource Management Processes, Human Resources Information Systems, Attributes of Human Resource Modules in ERP Systems, Management Control Modules in ERP Systems, Integration of HR Modules with Other Modules

*Chapter case and application exercise*

## **VII. Managing an ERP Project**

**L.H.7**

Research findings on ERP PROJECT, implementation success, causes of information systems project failures, risk factors in information systems projects, risks in implementing an ERP system, managing large-scale ERP projects

*Chapter case and application exercise*

### **Basic Text Book**

1. Summer. M, *Enterprise Resource Planning*, 1<sup>st</sup> Edition, Edinburgh: Pearson Education Limited, 2014
2. Ray. R, *Enterprise Resource Planning: Text and Cases*, New Delhi:Tata McGraw Hill Education, 2013

### **References**

1. Ganesh, K., Mohapatra, S., Anbuudayasankar, S.P., Sivakumar, P. *Enterprise Resource Planning of Design and Implementation*, Kindle Edition, Springer, 2014

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Technology, Data and Analytics as Change Agents**

Code: ICT 646

Credit Hours: 3

Area of Study: Specialization (Information technology Management)

L.H.48

### **Course Objectives**

The objective of the course is to understand the concept, use the concept and its value, and apply applications of Big Data Analytics in Networked Business Enterprises.

### **Course Description**

This course describes the role of Data Analysts in related technologies in enterprise settings and their value. The course highlights the contemporary data analysis technologies, models and methods of Big Data management and predictive analytics and their applications for workplace productivity.

### **Learning Outcomes**

After the successful completion of the course, students will be able to understand the concept, nature, services and features of Big Data Analytics. Students will be able to comprehend the Big Data network's architecture, standards, methodology, and issues related to Big Data Analytics. Students will be able to understand the use of Big Data Analytics services through Social Network Analysis and relate their importance to business.

### **Course Contents**

#### **I. Big Data and Information Management Paradigm in Business Enterprise L.H.8**

Understanding Big Data in Enterprise settings, Techniques of Big Data Analytics, Information Management in Business Enterprise, New Approach to Enterprise Information Management for Big Data, Implications of Big Data to Enterprise IT

#### **II. Big Data Implications for Industry L.H.8**

Understanding Big Data Opportunity, Big Data Use cases by Industry: Telecom, Banking, Insurance, Retail, Healthcare, IT Operations.

### **III. Architectures for Big Data Analytics and Its Methodology** **L.H.8**

Big Data Landscapes, Big Data Warehouse and Analytics, Hadoop Environment and its working, Challenges in Big Data Analysis, Big Data Analysis Methodology.

### **IV. Social Network Data Analytics** **L.H.8**

Understanding Social Network Data Analytics; Analyzing data in Facebook, LinkedIn, Twitter; Realtime Analytics and its working; Real-Time Analysis of Machine Generated Data;

### **V. Business Value of Data Analytics** **L.H.6**

Understanding Value of Data Analytics, Analytical Path, Analytic Value chain, Analytic Models, Developing an analytics culture

### **VI. Data Issues, Data Quality, and Interpreting results** **L.H.6**

Efficiency Measures, Effectiveness Measures, Business Outcome Measures, Data Quality and Its review, Interpreting Results: Correlation and Regression Analysis. Introduction to Structural Equation Modelling (SEM).

### **VII. Predicting the Future: Human Capitals as Agents** **L.H.4**

Predicting Human Capital Data: Finance: Business standards and valuation of organizations; Mathematics: Chaos theory; Information Technology: Big Data; Automated Processes: Decision support.

#### **Main Text**

Soumendra Mohanty, Mdhu Jagadeesh, and Harsha Srivatsa (2013). *Big Data Imperatives: Enterprise Big Data Warehouse, BI Implementations and Analytics*. Apress.

#### **Reference Texts**

Jac Fitz-enz and John R. Mattox (2014). *Predictive Analysis for Human Resources*. Wiley.



**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Decision Modeling and Information Systems**

Code No.ICT 647

Credit Hours: 3

Area of Study: Specialization (Information technology Management)

L.H.48

### **Course Objectives**

The objective of this course is to provide a broad overview of the issues of Information Systems, Decision Support Systems and Statistical Modeling for analyzing data. This course aims to provide opportunities for students to explore the nature of model-based decision practices.

### **Course Description**

The course provides the fundamentals of business statistics and decision models, optimization, focusing on practical applications of data analysis and decision modeling, all presented in a simple and straightforward fashion.

### **Learning Outcomes**

After completion of this course, students will understand the organizational decision-making process, build decision models and provide solution alternatives. They will understand the consequences of uncertainty and business risks through simulation and optimization techniques.

### **Course Contents**

#### **I. Organizational Decision Making L.H.6**

Background of Statistics and Data Analysis, Managerial decision making: concepts and taxonomies, the decision-making process, Data, Information and Knowledge, Information Systems for Decision support: MIS, DSS and EIS

*Chapter Case and Application Exercise*

#### **II. Decision Support Process L.H.6**

Decision Support Process, Data Mining for Decision Support, Knowledge Discovery in Databases, Online Analytical Processing, Analytical Databases and

Data Warehousing, Decision Databases and Data Marts,

*Chapter Case and Application Exercise*

**III. Building and Using Decision Models L.H.6**

Benefits of decision models, Model Analysis, Tools for Model Building, Spreadsheet Modeling Examples, Model Assumptions, Complexity, And Realism, Basic Concepts Review Questions,

*Chapter Case and Application Exercise*

**IV. Decision Models with Uncertainty and Risks L.H.6**

Introduction, spreadsheet models with random variables: monte Carlo simulation, monte Carlo simulation using crystal ball, applications of monte Carlo simulation and crystal ball features,

*Chapter Case and Application Exercise*

**V. Decision Uncertainty and Risk L.H.6**

Decision making under certainty, decisions involving uncertainty and risk, expected value decision making, decision trees, the value of information, utility and decision making,

*Chapter Case and Application Exercise*

**VI. Queues and Process Simulation Modeling L.H.6**

Queues and queuing systems, analytical queuing models, process simulation concepts, process simulation with simquick, continuous simulation modeling

*Chapter Case and Application Exercise*

**VII. Linear Optimization L.H.6**

Building Linear Optimization Models, Implementing Linear Optimization Models on Spreadsheets, Solving Linear Optimization Models, Applications of Linear Optimization, How Solver Works

*Chapter Case and Application Exercise*

## VIII. Integer, Nonlinear, and Advanced Optimization Methods

L.H.6

Integer optimization models, integer optimization models with binary variables, mixed integer optimization models, nonlinear optimization, evolutionary solver for non-smooth optimization, combining optimization and simulation,

*Chapter Case and Application Exercise*

### Basic Text Book

2. Spiros. NKoutsoukis&Mitra. G, *Decision Modeling and Information Systems: The information value chain*, 1<sup>st</sup> Edition, New York: Springer Science + Business Media, 2003
3. James R. Evans & Basu. A, *Statistics, Data Analysis and Decision Modeling*, 5<sup>th</sup> Edition, Pearson Education Limited, 2013
4. Goodwin. P&Wright. G, *Decision Analysis for Management Judgement*, 5<sup>th</sup> Edition, United Kingdom: John Wiley & Sons Ltd, 2014

### References Book

1. Frederick S. Hillier, Mark S. Hillier, Schmedders. K, & Stephens. M *Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets*, 5<sup>th</sup> Edition, United States: McGraw-Hill/Irwin, 2012

**RAJARSHI JANAK UNIVERSITY**  
**Faculty of Management**  
**Master of Business Administration (MBA)**  
**Management of Technology**

Code No. ICT 648

Credit Hours: 3

Area of Study: Specialization (Information technology Management)

L.H.48

**Course Objectives**

The course is designed to serve as an information link between the managerial needs of both the Information Technology and the Management domains. Specifically, the course is designed to meet several goals:

- To integrate strategy and technology.
- To provide insight into MTI that will be useful to students as they enter practice.
- To help the instructor with a spreadsheet in the classroom.

**Course Description**

The course provides a readable, useful text about strategic issues in Management Technology and Innovation. The text is based on materials that give the student active learning opportunities from a variety of sources.

**Learning outcomes**

Students are provided with a real-world context and organizational action for managing technology. They will understand the systematic planning, implementation, and evaluation and control approach to the two major strategic actions required to obtain technology that is unique to this text. Familiarity with these activities is part of every strategic decision of successful organizations. However, this text highlights a practical, understandable method for students.

**Course contents**

**I. Management of Technology and Innovation**

**L.H.5**

Introduction on Technology, Innovation and its management, Key Definitions, Technology management process, its importance, Key Definitions of Innovation, Innovation Management Process, Recent changes in business and technological paradigms

## **II. Innovation: Strategy**

**L.H.5**

Strategy Process and the management of Technology and Innovation, Centrality of Management, Technology and Innovation (MTI) in strategic management, strategic process, integrating MTI and strategy

## **III. Innovation: Planning**

**L.H.6**

Planning a complex process, Types of Innovation, Factors of Innovation, Innovation Planning Process, Application of the planning process, Factors that aid Innovation planning, Technology stages and planning, Developing a Climate for Innovation

## **IV. Internal Innovation: Implementation**

**L.H.4**

Key initial questions for Implementation, Key Implementation Issues, Leadership, Engagement, Extension, Alignment, Crafting portfolios of Innovation

## **V. Innovation: Evaluation and Control**

**L.H.6**

Organizational Levels and Control Factors, Overview of Quality Issues, Implementing Evaluation and Control, Concerns in Evaluation and Control, Organizational Focus, Creation of Value, Benchmarking Internally & Externally

## **VI. Obtaining Technology: Planning**

**L.H.6**

Alliances, Formal versus Informal Alliances, Duration of an Alliance, Location: Domestic versus International Alliances, Concerns in Alliances, Mergers and Acquisitions, Mergers and Acquisitions of Technology, Strategic Reasons for Mergers or Acquisitions, Types of Mergers and Acquisitions, Planning the Acquisition of Technology, Goals, Due Diligence, Major Mistakes to Avoid

## **VII. Obtaining Technology: Implementation, Evaluation and Control**

**L.H.5**

Introduction, Integration, leadership, Execution and Alignment, Alliance, Acquisition capabilities, Negotiation, Gap Analysis and Control

## **VIII. Building Strategic Management Innovation and Technology Success**

**L.H.5**

Competitive Advantage, Sustainable Advantage, Strategic Decisions, Building capabilities, Value Process,

## **IX. Organizational Learning and Knowledge Management**

**L.H.6**

Acquisition, Transformation, Types of Learning, Structuring for Organizational Learning, Knowledge Management Definitions, Dimensions of Knowledge Management,

Knowledge Management in Research and Development, the fit in Knowledge Management Systems, Uses of Knowledge Management Systems.

**Basic Textbook**

Margaret A. White and Garry D. Bruton *The Management of Technology and Innovation: A Strategic Approach* 2<sup>nd</sup> Edition, United States: Cengage Learning 2011

Margaret A. White and Garry D. Bruton *Strategic Management of Technological Innovation*, 5<sup>th</sup> Edition, New York: Mc-Graw Hill Education 2017