

Rajarshi Janak University

Faculty of Management

Office of the Dean



Master of Business Administration (MBA)

Curriculum

Effective from the Academic Batch of 2025 AD

Rajarshi Janak University

Faculty of Management

About Faculty of Management

The Faculty of Management at Rajarshi Janak University stands as a beacon of academic excellence and professional development in the field of business and management education. Known for its innovative curriculum, distinguished faculty, and a commitment to fostering leadership and entrepreneurial skills, the Faculty of Management offers a dynamic learning environment that prepares students to navigate and excel in the global business landscape. The faculty's diverse range of programs, from undergraduate to postgraduate levels, is designed to meet the evolving needs of the industry and society, ensuring that graduates are not only proficient in theoretical knowledge but also adept at practical applications. The curriculum of each program is designed around an integrated and interdisciplinary model that merges teaching, practice and research. With a strong emphasis on research, experiential learning, and industry collaboration, the Faculty of Management at Rajarshi Janak University equips students with the critical thinking, problem-solving, and strategic decision-making skills essential for success in today's competitive market. Currently, the Faculty of Management offers four years, eight semesters Bachelor in Business Administration (BBA) and four years, eight semesters Bachelor in Digital Business Management (BDBM) at undergraduate level and two years, four semesters Master in Business Administration (MBA) at the graduate level.

The Master of Business Administration (MBA) Program

The Master of Business Administration (MBA) program at the Faculty of Management, Rajarshi Janak University is a two-year program with four semesters of six months each, 60 credit hours comprehensive master degree program. It is designed to equip students with advanced managerial, analytical, and leadership skills. It provides an in-depth understanding of various business functions, making it an ideal choice for individuals aiming to thrive in managerial roles, entrepreneurial ventures, or leadership positions in diverse industries. It aims to develop well-rounded leaders who can navigate the complexities of the corporate landscape with confidence and expertise. The program's focus is developing managerial and entrepreneurial capabilities of students through the curricular and co-curricular activities.

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 specific objectives of the program are as follows:

- Inculcate knowledge, skill, and attitude in students so that they become scientifically approached, result oriented, and socially responsive management professionals.

- To provide student-centered learning environment where students acquire modern management skills, enhance their managerial capabilities, and adopt success-oriented, career focused attitudes.
- To develop professional managers who can effectively lead an organization in a highly dynamic and competitive global business environment.
- Develop entrepreneurs capable of evaluating risks and taking challenges in the emerging global business environment.

Key Features of the MBA Program

- It is a two-year, 60 credit hours master degree program in management in line with the international standards of master degree programs in business and management.
- The MBA program consists of foundation courses, analytical tool courses, core and functional area courses, integrative courses, concentration and elective courses.
- The program also includes two thematic graduate seminars and three workshops. Students also undertake Internship Project during the third semester.
- Graduates from all disciplines are eligible to join the program.
- The program will use a range of pedagogical inputs that includes on-campus learning through classroom discussions, presentations, group work, case analysis and guest lecture series, and off campus learning through project work and internship.

Career Opportunities

Graduates of the MBA program at Rajarshi Janak University have diverse career prospects, including:

- **Corporate Roles:** Business Analyst, Marketing and Sales Manager, Financial Manager, Human Resource Manager.
- **Entrepreneurship:** Start and manage successful ventures.
- **Consulting:** Work as a management consultant for leading firms.
- **Public Sector:** Leadership roles in government or nonprofit organizations.

Eligibility Condition for Admission

Students applying for admission to the MBA program must have

- Minimum Bachelor's Degree with a minimum of CGPA scores of 2 or 45 percentage from any university recognized by Rajarshi Janak University.
- Score of 40 percent or above in Rajarshi Janak University Central Management Admission Test (RJU-CMAT)

Admission Criteria

Eligible applicants are required to appear in the entrance test commonly known as Rajarshi Janak University Central Management Admission Test (RJU-CMAT) conducted by the Faculty of Management. There shall be altogether one hundred (100) objective questions in the RJU-CMAT with a total weight of 100 marks.

Area	Number of objective questions	Marks
Verbal ability	25	25
Quantitative ability	25	25
Logical reasoning	25	25
General Awareness	25	25

The selection for admission is based on the score of the entrance examination. However, campuses may use personal interview and/or group discussion for final selection.

Program Duration

The Master of Business Administration (MBA) program is structured with specific timeframes as follows:

- **Normal Duration:** The program is designed to be completed within 2 years, comprising 4 semesters.
- **Maximum Duration:** The student must complete all the course requirements within six years from date of initial enrollment in the MBA program.

Teaching Pedagogy

The teaching pedagogy for the Master in Business Administration program is designed to create an engaging and dynamic learning environment. The methods employed include a variety of instructional techniques to cater to different learning styles and to provide a comprehensive understanding of the course material. The multifaceted approach ensures that students not only gain theoretical knowledge but also develop practical skills and competencies required for a successful career in business management. The teaching faculty will select the appropriate pedagogy based on the specific requirements of each course. The concerned faculty must develop a detailed course implementation plan at the beginning of each semester and also recommend the basic text and other suggested readings/reference materials for effective teaching and learning of the course modules. The key components of the teaching pedagogy include:

- **Class Lectures:** Structured lectures to introduce and explain fundamental concepts, theories, and frameworks.
- **Group Discussions:** Interactive sessions where students engage in discussions to explore different perspectives and deepen their understanding of topics.
- **Seminars:** In-depth sessions focusing on specific subjects where students can present and discuss their insights.
- **Case Studies:** Analysis of real-world business scenarios to apply theoretical knowledge and develop problem-solving skills.
- **Guest Lectures:** Sessions with industry experts to provide practical insights and contemporary knowledge from the field.
- **Role Play:** Simulated business situations where students assume roles to practice decision-making and leadership skills.
- **Research Work:** Encouragement of independent research to foster critical thinking and deepen knowledge in specific areas.

- **Project Work:** Hands-on projects to apply concepts in practical settings, often involving collaboration and real-world applications.
- **Assignments:** Regular assignments to reinforce learning and assess comprehension of course material.

Seminar and Practicum

Seminar and Practicum may conduct in accordance to guidelines issued by Dean Office, Faculty of Management and evaluation criteria strictly follow as per direction mentioned in guidelines.

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. Evaluation of the internship shall be based on the confidential report by the organization, project report and presentation of the report. The evaluation of the APR shall be based on confidential report of the host organization (40 percent) and project report (40 percent) & presentation of the APR (20 percent). The APR will be evaluated by internal examiner appointed by the concerned college and external examiner appointed by the Dean. The internship carries a weight equivalent to 3 credit hours.

Evaluation System

The academic performance of students in the Master of Business Administration (MBA) program is assessed through a comprehensive evaluation system comprising two distinct phases:

1. **Internal (ongoing) Evaluation:** The internal evaluation shall carry 50 percent weightage of the final grade awarded for the course. The faculty, who teaches the course, shall conduct the Internal Assessment. The faculty shall be accountable for transparency and reliability of the entire evaluation of the student in the concerned course. The internal assessment of the students shall be as per the criteria given below:

Criterion	Weightage	Marks
Attendance	10%	5 marks
Presentation	20 %	10 marks
Group discussion / Class participation	30 %	15 marks
Class test and term paper	40 %	20 marks

2. **External (end of the semester) Evaluation:** Managed by the Office of the Dean, FOM, this phase consists of semester-end examinations. The external evaluation shall carry 50 percent weightage of the final grade awarded for the course. 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.

Independent Passing: Students must pass both internal and external evaluations separately to succeed in the course.

Final Grade: 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.

Not Qualified (NQ) Status: Students who do not meet the minimum requirements for internal evaluations will receive a NOT QUALIFIED (NQ) status. Those with an NQ status will be disqualified from taking the semester-end examination for that course.

Grading System

Rajarshi Janak University follows a letter grade system. The performance of a student is evaluated in terms of the following two indices:

- The semester grade point average (SGPA) which is the grade point average for the semester and is given by:
$$\text{SGPA} = \frac{\text{Total honor points earned in a semester}}{\text{total number of credit hours taken in a semester}}$$
- The cumulative grade point average (CGPA) which is the grade point average for all completed semester and is given by:
$$\text{CGPA} = \frac{\text{Cumulative total honor points earned}}{\text{cumulative total number of credit hours taken}}$$

The letter grades awarded to students will be as follows:

Letter Grade	Cumulative Grade Point Average (CGPA)	Marks Obtained in Percent	Divisions / Remarks
A +	4.00	90 - 100	Distinction
A	3.70 - 3.99	80 - 89.9	Very Good
B+	3.30 - 3.69	70 - 79.9	First Division
B	3.00 - 3.29	60 - 69.9	Second Division
C	2.70 - 2.99	50 - 59.9	Pass in Individual Subject
F	Below 2.70	Below 50	Fail

In order to pass the semester examination the student must secure a minimum of grade 'B' or the Cumulative Grade Point Average (CGPA) of 3.00.

Make Up / Retake Exam

Make-up / Retake examination shall be conducted as per the semester guidelines.

Attendance

Students are required to attend regularly all theory and practical classes, assignments, study tours, field trips, seminars, and presentations as required by the course. A student is required to attend at least 75 percent of such activities in order to qualify for the semester examination.

Eligibility for Award of the MBA Degree

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

- Satisfactorily completing all the course requirements.
- Successfully completing the courses and projects as per the curriculum and obtaining an aggregate of 3 CGPA.
- Completion of courses for the fulfillment of the requirements of the MBA program must occur within six years from the time of registration.

Curricular Structure

The MBA program is split into four semesters. The courses comprise 60 credit hours, made up of foundation courses, core courses, elective courses, specialization courses, attachment assignment (Internship) and thesis. The program is designed in such a manner that the skills of the students can be developed in a gradual manner. The MBA students are required to complete 60 credit hours courses.

Semester-I		
Code	Subject	Credit Hours
MBA 511	Managerial Communication & Critical Thinking	2
MBA 512	Statistics for Business Decisions	3
MBA 513	Economics for managers	2
MBA 514	Marketing for managers	2
MBA 515	Managing Human Resources	2
MBA 516	Financial Accounting and reporting	2
MBA 517	Communication Skills Practicum	1
MBA 518	Digital Marketing Practicum	1
Total Credit Hours		15

Semester-II		
Code	Subject	Credit Hours
MBA 521	Organizational Behaviour	2
MBA 522	Contemporary Management Concepts	2
MBA 523	Managerial Accounting	3
MBA 524	Financial Management	2
MBA 525	International Business	2
MBA 526	Management Information System	2
MBA 527	Seminar on Emerging Issues in Management	1
MBA 528	Fintech Practicum	1
Total Credit Hours		15

Semester-III		
Code	Subject	Credit Hours
MBA 531	Business Environment and Strategic Management	2
MBA 532	Operation Management	2
MBA 533	Business and Corporate Laws	2
MBA 534	Entrepreneurship	2
	Specialization I	2
	Elective I	2
MBA 591	Attachment (Internship)	3
Total Credit Hours		15

Semester-IV		
Code	Subject	Credit Hours
MBA 541	Business Research Methods	2
MBA 542	Business Ethics and Corporate Responsibility	2
	Specialization II	2
	Specialization III	2
	Elective II	2
MBA 543	Seminar in Specialization Area (By College)	2
MBA 592	Graduate Research Project (Dissertation)	3
Total Credit Hours		15
Sum of Total Credit Hours		60

Elective Courses

Elective I (Any one Course)		
Code	Subject	Credit Hours
MBAE 551	Project Management	2
MBAE 552	Agri-business Management	2
MBAE 553	Business Tax planning	2
MBAE 554	Management of cooperatives	2

Elective II (Any one Course)		
Code	Subject	Credit Hours
MBAE 561	Commercial Bank Management	2
MBAE 562	Insurance and Risk Management	2
MBAE 563	Real Estate Management	2
MBAE 564	Tourism and Hospitality Management	2

Marketing

Course code	Specialization Marketing	Credit Hours
Third Semester		
MBAM 571	Consumer Behavior	2
MBAM 572	Advertising and Sales Promotion	2
Fourth Semester		
MBAM 581	Service Marketing	2
MBAM 582	Digital and Social Media Marketing	2
MBAM 583	Customer Relationship Management	2
MBAM 584	Applied Marketing Research	2

Finance

Course code	Specialization Finance	Credit Hours
Third Semester		
MBAF 571	Investment Analysis	2
MBAF 572	Corporate Financing Decisions	2
Fourth Semester		
MBAF 581	Financial Institutions and Markets	2
MBAF 582	Financial Derivatives, Futures and Options	2
MBAF 583	Capital Markets and Behavioral Finance	2
MBAF 584	International financial Management	2

Accounting

Course code	Specialization Accounting	Credit Hours
Third Semester		
MBAA 571	Advanced Cost Management	2
MBAA572	Specialized Accounting	2
Fourth Semester		
MBAA 581	Advanced Management Accounting	2
MBAA 582	Auditing and Assurance	2
MBAA 583	Accounting Information Systems (AIS) and Analytics	2
MBAA584	Management Control System	2

Information Technology Science

Course code	Specialization ICT	Credit Hours
Third Semester		
MBAIT 571	Data Analytics and Business Intelligence	2
MBAIT 572	Cybersecurity and Risk Management	2
Fourth Semester		
MBAIT 581	Enterprise Resource Planning (ERP) Systems	2
MBAIT582	Cloud Computing and Virtualization	2
MBAIT 583	Blockchain Technology and FinTech	2
MBAIT 584	Artificial Intelligence and Machine Learning Applications	2

Human Resource Management

Course code	Specialization HRM	Credit Hours
Third Semester		
MBAHR 571	Talent Acquisition and Management	2
MBAHR 572	Compensation and Benefits Management	2
Fourth Semester		
MBAHR 581	Employee Relations and Labor Laws	2
MBAHR 582	Performance Management and Appraisal Systems	2
MBAHR 583	Conflict Management and Negotiation	2
MBAHR 584	Learning and Development	2

Rajarshi Janak University

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Master of Business Administration (MBA)

First Semester Syllabus

Effective from the Academic Batch of 2025 AD

Semester-I		
Code	Subject	Credit Hours
MBA 511	Managerial Communication & Critical Thinking	2
MBA 512	Statistics for Business Decisions	3
MBA 513	Economics for managers	2
MBA 514	Marketing for managers	2
MBA 515	Managing Human Resources	2
MBA 516	Financial Accounting and reporting	2
MBA 517	Communication Skills Practicum	1
MBA 518	Digital Marketing Practicum	1
Total Credit Hours		15

Rajarshi Janak University
Faculty of Management

Level: Master

Credit: 2

Program: MBA

Semester: First

Course: Managerial Communication & Critical Thinking

Lecture Hours: 32

Course Code: MBA 511

Course Description:

This course aims to develop the managerial communication and critical thinking skills necessary for effective leadership and decision-making in a business environment. It combines theoretical concepts with practical applications to enhance students' ability to communicate persuasively, resolve conflicts, and approach complex problems analytically.

Course Objectives:

The course aims to familiarize students with the advanced managerial communication skills applicable in a range of varying business situations. This course also intends to develop skills in solving business problems using critical thinking techniques and applying decision making frameworks to real world managerial challenges.

Learning Outcomes:

Upon completing this course, students will be able to:

- Demonstrate advanced managerial communication skills in written, verbal, and non-verbal contexts.
- Analyze and solve business problems using critical thinking techniques.
- Apply decision-making frameworks to real-world managerial challenges.
- Develop persuasive communication strategies tailored to diverse audiences.
- Foster collaboration and manage conflicts effectively within teams.

Course Contents:

Unit 1: Introduction to Managerial Communication

LH 6

- Concept of managerial communication
- Importance of communication to your career and company
- Principles of effective communication
- Process of communication
- Barriers to communication
- Measures to overcome barriers in communication
- Integrating technology in communication

Unit 2: Verbal and Non-Verbal Communication

LH 5

- Verbal communication (In-house & virtual presentations, face to face and virtual meetings)
- Interpreting non-verbal communication
- Active listening: concept and guidelines to effective listening
- Cross-cultural communication challenges and strategies

Unit 3: Business Writing and Presentation Skills **LH 7**

- Writing professional emails and memos
- Writing proposals and reports
- Crafting impactful business presentations
- Creating Blogs and Podcast
- Writing dossier (Resume and Cover letter)

Unit 4: Introduction to Critical Thinking **LH 5**

- Definition and significance of critical thinking in management
- Components of critical thinking: observation, analysis, inference, and evaluation
- Cognitive biases and their impact on decision-making
- Techniques to enhance critical thinking skills

Unit 5: Decision-Making and Problem-Solving **LH 5**

- Frameworks for decision-making: rational, intuitive, and creative approaches
- Problem-solving methodologies: root cause analysis, brainstorming, and the SCAMPER technique
- Group decision-making: advantages and challenges

Unit 6: Communication for Conflict Resolution and Negotiation **LH 4**

- Identifying sources of workplace conflict
- Strategies for conflict resolution: negotiation, mediation, and collaboration
- Communication techniques for managing difficult conversations

Suggested References:

- Bovee, C. L., & Thill, J. V. (2018). *Business Communication Today* (14th Edition). Pearson.
- Chatfield, T. (2018). *Critical thinking: Your guide to effective argument, successful analysis and independent study*. Sage Publications.
- Fisher, A. (2011). *Critical Thinking: An Introduction*. Cambridge University Press.
- Lesikar, R. V., Rentz, K., Flatley, M. E., & Lentz, P. (2011). *Lesikar's business communication: connecting in a digital world*. McGraw- Hill Irwin.

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Level: Master

Program: MBA

Course: Statistics for Business Decisions

Course Code: MBA 512

Credit: 3

Semester: First

Lecture Hours: 48

Course Description:

This course is designed to provide MBA students with the statistical tools and techniques necessary to make data-driven decisions in managerial contexts. The curriculum emphasizes practical applications of statistics in business, equipping students with the ability to analyze and interpret data to support strategic decision-making.

Course Objectives:

The main objective of this course is to impart knowledge and skills of statistical techniques and their applications in solving business problems. This course will help the students understand the process of defining, collecting, organizing, visualizing and analyzing data by applying appropriate statistical tools designed for business decision making.

Learning Outcomes:

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

- Understand fundamental statistical concepts and their relevance in managerial decision-making.
- Apply descriptive and inferential statistical techniques to real-world business problems.
- Use statistical software to analyze data and interpret results effectively.
- Communicate statistical findings and insights to non-technical stakeholders.

Course Contents:

Unit 1: Introduction to Statistics

LH 4

- Importance of Statistics in Business and Management
- Types of Data: Qualitative vs. Quantitative
- Classifications of data (Cross-sectional, Time Series and Pooled).
- Scales of Measurement (Nominal, Ordinal, Interval and Ratio)
- Descriptive vs. Inferential Statistics

Unit 2: Descriptive Statistics

LH 8

- Measures of Central Tendency (Mean, Median, Mode)
- Measures of Dispersion (Range, Variance, Standard Deviation)
- Data Visualization: Histograms, Pie Charts
- Applications of Descriptive Statistics in Business

Unit 3: Probability and Probability Distributions

LH 8

- Concept and Importance of Probability
- Conditional Probability and Bayes' Theorem
- Introduction to Random Variable
- Probability Distributions: Binomial, Poisson, Normal

- Applications of Probability in Decision-Making

Unit 4: Sampling and Sampling Distributions

LH 6

- Sampling: Concept and types
- Random Sampling: Simple, Stratified, Systematic, Cluster and Multi-stage
- Non-random Sampling: Judgment, Convenience, Quota and Snowball
- Sampling Errors and non-sampling Errors
- Sampling distributions of mean and proportion
- Central Limit Theorem and its application
- Determination of sample size.
- Role of Sampling in Business Analytics

Unit 5: Inferential Statistics

LH 14

- Theory of estimation
- Point estimation and interval estimation and their interpretations
- Concepts of Null and Alternative Hypotheses
- Types of Errors: Type I and Type II
- Level of significance
- One-Sample and Two-Sample Tests (z-test, t-test)
- One way and two way Analysis of Variance (ANOVA)
- Chi-square test statistic for goodness of fit and independence of attribute
- Wilcoxon sign ranked test
- Mann Whitney U test
- Kruskal Wallis H test

Unit 6: Correlation and Regression Analysis

LH 8

- Introduction to correlation
- Simple, partial and multiple correlation: Measures and Applications
- Simple Linear Regression: Model Building and Interpretation
- Multiple Regression Analysis
- Coefficient of Determination
- Standard Error of Estimate
- Use of Regression Analysis in Forecasting

Note: Students will be guided manually along with SPSS, EXCEL or other statistical software.

Suggested References:

- Anderson, D.R., Sweeney D.J. and Williams, T.A. Statistics for Business and Economics. 11th Edition. Thomson, New Delhi.
- David M. Levine, Kathryn A. Szabat & David F. Stephan. (2013). Business Statistics: A First Course. 7th edition, Pearson Education.
- Gupta, S.C. (2007). Fundamentals of Statistics. 6th Edition, Sultan Chand & Sons, New Delhi.
- Richard I. Levin, David S. Rubin. (2011). Statistics for Management. 7th Edition, Pearson Education.

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Level: Master

Program: MBA

Course: Economics for Managers

Course Code: MBA 513

Course Description:

This course includes firms, managers and their goals, markets, equilibrium and efficiency, analysis of production, cost and pricing, demand estimation and forecasting, and market failure and government intervention.

Course Objectives:

This course emphasizes integrating fundamental economic concepts and theories with practical managerial decision-making, preparing MBA students to navigate complex challenges in economic environments in managerial roles. The main objective of this course is to develop students' understanding and skills to analyze the economic environments in which business entities operate and appreciate how managerial decisions can vary under different constraints.

Learning Outcomes:

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

- Understand the role of economic principles in business strategy and operations and also understand the theories and models of the firm
- Explain the market equilibrium and efficiency
- Analyze production, cost, and pricing models and strategies.
- Use estimation and forecasting tools to assess future demand.
- Explain market failure and the role of government.

Course Contents:

Unit 1: Firms, Managers, and Their Goals

LH 8

- Managerial economics: nature and scope
- Economic principles and their managerial applications: opportunity cost, marginal analysis, incremental analysis, business profit vs economic profit, optimizations, and asymmetric information (principal-agent problem, moral hazard, adverse selection)
- Goals of firms: profit maximization, sales revenue maximization, Williamson's model of managerial discretion, wealth maximization model

Unit 2: Markets, Equilibrium, and Efficiency

LH 6

- Demand and supply functions,
- Uses of elasticity of demand in business decision-making
- Market equilibrium: concepts, changes in demand and supply, and their effects on equilibrium price

- Market efficiency: measurement, effects of government price control measures, tax and subsidy on market efficiency and their managerial implications

Unit 3: Analysis of Production, Cost, and Pricing

LH 10

- Production function: optimal employment of one and two variable inputs
- Cost function: concepts, economies and diseconomies of scale, economies of scope, learning curve
- Pricing models in oligopoly: cartels, price leadership, and kinked demand curve model
- Pricing practices: cost-plus pricing, incremental cost pricing, transfer pricing
- Game theory: Nash equilibrium, prisoner's dilemma, and its applications in competitive strategies

Unit 4: Demand Estimation and Forecasting

LH 4

- Demand estimation: regression analysis and marketing research approach
- Demand forecasting: concepts, significance, and methods (time series analysis, moving average and barometric method)

Unit 5: Market Failure and Government Intervention

LH 4

- Market failure: sources, types, and effects
- Government response to market failure: anti-trust policy, patent rights, tax and subsidy policies, and pollution control measures

Note: Numerical illustrations and case analyses will be applied wherever needed.

Suggested Readings:

Dwivedi, D. N. *Managerial Economics, recent Edition*

Koutsoyiannis, A. *Modern Microeconomics*, Macmillan Press Ltd.

Mankiw, N. G. (2020). *Principles of Economics*. Cengage Learning.

Mark, H. and Pappas, J. L., *Managerial Economics*, New Delhi: Prentice-Hall India

Peterson, H.C. and Lewis, W.C. *Managerial Economics*, Prentice Hall of India.

Salvatore and Rastogi, *Managerial Economics in a Global Economy*, McGraw Hill.

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Level: Master
Program: MBA
Course: Marketing for Managers
Course Code: MBA 514

Credit: 2
Semester: First
Lecture Hours: 32

Course Description:

This course is designed to provide MBA students with an understanding of key marketing principles and their application in managerial decision-making. It emphasizes the development of marketing strategies that align with organizational objectives, addressing dynamic consumer behavior and competitive market conditions. The course covers marketing philosophies, consumer behavior and market segmentation, product strategies, pricing strategies, distribution strategies, communication strategies and emerging concept in marketing.

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.

Learning Outcomes:

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

- Understand the role of marketing in achieving organizational goals.
- Develop marketing strategies based on market research and consumer insights.
- Apply marketing mix elements to real-world business scenarios.
- Understand the use of digital marketing tools and develop skills for using them.
- Evaluate marketing performance using relevant metrics and frameworks.

Course Content:

Unit 1: Introduction to Marketing Management

LH 5

- Marketing Management and its nature
- Marketing Process
- Role of a Marketing Manager in the current scenario
- Evolution of marketing philosophies: production concept, product concept, selling concept, marketing concept and societal marketing concept
- 9 Ps of Marketing mix

Unit 2: Consumer Behavior and Market Segmentation

LH 5

- Understanding Consumer Behavior: Factors and Decision-Making Process
- Business-to-Consumer (B2C) vs. Business-to-Business (B2B) Marketing
- Market Segmentation: Bases for segmenting consumer markets and business markets
- Market Targeting and Positioning Strategies

Unit 3: Product Strategies

LH 5

- Concept and types of products

- Product line and mix strategies
- Brand equity and branding strategies
- Brand positioning
- Packaging and product labeling
- product life cycle marketing strategies

Unit 4: Pricing Strategies

LH 5

- Concept of pricing
- Pricing Objectives
- Pricing Strategies
- Pricing Methods: cost based, value based and market based

Unit 5: Distribution Strategies

LH 4

- Supply chain management: Concept, Component and Process
- Designing marketing channels
- Channel dynamics and channel conflict.

Unit-6 Communication strategies

LH 4

- Integrated marketing communications: concept, process
- Advertising: concept, factors affecting selection of advertising media
- Personal selling: concept, process of indoor and outdoor sales persons
- Sales promotion: concept, methods of sales promotion
- Public relations: concept and nature
- Relationship marketing: concept and relationship building process

Unit 7: Emerging Concepts in Marketing

LH 4

- Omnichannel Marketing
- Green marketing
- Content Marketing
- Chatbot Marketing
- Influencer Marketing
- Neuromarketing

Suggested References:

Baines, Fill and Page, *Essentials of Marketing, South Asia Edition*, New Delhi: Oxford University Press.

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

Chaffey, D., & Ellis-Chadwick, F. (2021). *Digital Marketing: Strategy, Implementation, and Practice*. Pearson.

Cravens, D. W., Piercy N., *Strategic Marketing*. New Delhi: TATA McGraw-Hill.

Evans, J. R., Berman B. *Marketing*, Macmillan Publishing Company, India.

Kotler, Keller, Koshy, and Jha, *Marketing Management-A South Asian Perspective*, Pearson Prentice Hall, New Delhi.

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Level: Master
Program: MBA
Course: Managing Human Resources
Course Code: MBA 515

Credit: 2
Semester: First
Lecture Hours: 32

Course Description:

This course provides a comprehensive understanding of the principles, strategies, and practices involved in managing human resources in an organization. The course covers key HR functions, including recruitment, selection, training, performance management, compensation, and employee relations. Emphasis is placed on aligning HR practices with organizational goals and adapting to the dynamic nature of the business environment.

Course Objectives:

The primary objective of this course is to equip students with a thorough understanding of the concepts and practices of human resource management (HRM). Students will analyze the strategic role of HRM in organizations and develop practical skills to manage HR functions effectively. This includes learning how to recruit and retain top talent, design effective training programs, evaluate performance management systems, and create equitable compensation structures. Additionally, the course aims to prepare students to navigate contemporary HR challenges such as diversity, inclusion, and technological advancements in the workplace.

Learning Outcomes:

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

- Demonstrate a clear understanding of HRM theories and practices.
- Develop and implement HR strategies aligned with organizational objectives.
- Design effective recruitment and selection processes.
- Create training and development plans to address skill gaps.
- Apply performance appraisal techniques to enhance employee performance.
- Recommend equitable and motivational compensation plans.
- Address ethical and legal considerations in HR management.

Course Content:

Unit 1: Introduction to Human Resource Management

LH 6

- Definition, Scope and Importance of Human Resources Management (HRM)
- Functions of Human Resource Management
- Strategic HRM and its Role in Organizations
- Changing role and challenges of HRM managers
- HRM issues and challenges in the Nepalese context

Unit 2: Acquiring Human Resources

LH 6

- Human Resources Planning: Long and short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning
- Strategic Human Resource Planning

- Recruitment and selection: Purposes, types and methods of recruitment and selection
- Legal and Ethical Issues in Hiring
- Practices of acquiring human resources in Nepalese organizations

Unit 3: Training and Development

LH 6

- Training: Concepts and Methods
- Training Needs Assessment: Concept and Methods
- Management Development: Concept and Methods
- Designing and Evaluating Training Programs
- Career Planning: Concepts and Objectives
- Training and HRD practices in Nepalese organizations

Unit 4: Performance Management

LH 4

- Performance appraisal: nature, objectives and process
- Performance Appraisal Methods
- Factors affecting performance appraisal
- Performance Appraisal practices in Nepalese organizations

Unit 5: Compensation Management

LH 4

- Principles of Employee Compensation
- Job evaluation systems: Concept and Methods
- Employee Benefits and Incentive Plans
- Trade Union: Concepts and Functions
- Issues of Compensation Management in Nepal

Unit 6: Emerging Concepts and Issues in HRM

LH 6

- Talent management and Development
- Emotional Intelligence
- HR Analytics
- Ethical and Legal Challenges in the Modern Workplace
- Future Trends in HRM

Suggested References:

- Aswathappa, K. (2023). *Human Resource Management: Text and Cases*. McGraw Hill Education (India).
- Bohlander, G. and Snell, S, *Principles of Human Resource Management*. Cenage Learning, New Delhi.
- Dessler, G. (2020). *Human Resource Management*. Pearson.
- Gilmore, S. and Williams, S. *Human Resource Management*. Oxford University Press, New Delhi.
- Halder, U. K. and Sarkar, J. *Human Resource Management*. Oxford University Press, New Delhi.
- Rao, V. S. P. (2010). *Human Resource Management: Text and Cases*. Excel Books (India).

Rajarshi Janak University
Faculty of Management

Level: Master

Program: MBA

Course: Financial Accounting and Reporting

Course Code: MBA 516

Credit: 2

Semester: First

Lecture Hours: 32

Course Description:

This course provides a comprehensive understanding of the principles and practices of financial accounting and reporting. It focuses on the preparation, presentation, and analysis of financial statements in compliance with international standards. The course emphasizes ethical considerations and practical applications, equipping students with the skills to analyze financial performance and make informed decisions in a business context.

Course Objectives:

The primary objective of this course is to equip students with the foundational and advanced knowledge of financial accounting and reporting principles. By the end of the course, students will be able to prepare, analyze, and interpret financial statements, applying the relevant accounting standards and frameworks.

Learning Outcomes:

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

- Understand and apply fundamental accounting principles and concepts.
- Prepare financial statements in compliance with international standards.
- Analyze financial statements to assess organizational performance.
- Understand ethical considerations in financial reporting.

Course Content:

Unit 1: Introduction to Financial Accounting

LH 4

- Definition, objectives, and importance of financial accounting
- Qualitative features of accounting information
- Users of financial information and their needs
- Bases of accounting: cash and accrual bases of accounting

Unit 2: Accounting Standards and Framework

LH 4

- Generally Accepted Accounting Principles (GAAPs)
- Basic Accounting Concepts and Principles
- Accounting Conventions
- Concept and Significance of Accounting Standards
- International Accounting Standard (IAS) and International Financial Reporting Standard (IFRS)
- Nepal Accounting Standards (NAS) and Nepal Financial Reporting Standard (NFRS)
- Annual Report and its Components.
- Ethical considerations in accounting.

Unit 3: Accounting Process **LH 4**

- Business Transactions and Events
- Source Documents
- Accounting equation for analyzing the transactions
- Rules for debit and credit
- Recording and posting of transactions
- Preparation of Trial Balance

Unit 4: Adjustment Entries **LH 4**

- Concept and types of adjusting entries
- Adjusted trial balance
- Work sheet

Unit 4: Financial Statements Preparation **LH 8**

- Financial Statements: Concept, Purpose and Components
- Income Statement: Concept, Components and Preparation
- Statement of Retained Earnings: Concept, Components and Preparation
- Statement of Financial Position: Concept, Components and Preparation
- Statement of Changes in Equity: Concept, Components and Preparation
- Cash Flow Statement: Concept, Components and Preparation
- Preparation of financial Statements as per NFRS

Unit 5: Financial Statement Analysis **LH 8**

- Financial Statement Analysis: Meaning, Objectives, Importance and Limitations
- Techniques for analyzing financial statements
- Vertical and horizontal analysis
- Common-size financial statements
- Ratio analysis and Interpretation (liquidity, solvency, efficiency, and profitability)

Suggested References:

Accounting Standards Board. *Nepal Financial Reporting standards 2018*.

Greunung & Keen, (2000). *International Accounting Standards. A Practical Guide*, USA: World Bank

Porter, Gary A. and Norton, Curtis L. *Financial Accounting: The Impact on Decision Makers*. New York: The Dryden Press.

Shah, B. & et al. (2019). *Financial Accounting and Analysis*. Kathmandu: Dreamland Publication Pvt. Limited.

Waren, C.S, Reeve, J. M. & Duchac, J. E. (2009). *Financial Accounting Concepts, Methods & Applications*. Cengage Learning

Wild, J.J., Shaw, K.W. & Chiappetta, B. (2013). *Fundamental Accounting Principles (21st Edition)*. McGraw-Hill Irwin.

Rajarshi Janak University
Faculty of Management

Level: Master

Program: MBA

Course: Communication Skills Practicum

Course Code: MBA 517

Credit: 1

Semester: First

Lecture Hours: 16

Course Description

This course focuses on the practical application of communication skills essential for business professionals. Through hands-on exercises, role-plays, and collaborative projects, students will enhance their proficiency in oral, written, and interpersonal communication. The practicum emphasizes real-world scenarios to prepare students for workplace challenges.

Course Objectives

This practicum is designed for one credit hour and emphasizes experiential learning to enhance students' practical communication competencies. Through interactive activities, real-world simulations, and group projects, students will gain proficiency in creating effective written, oral, and digital communications. This course bridges theory and practice, highlighting the importance of clarity, persuasion, and intercultural awareness. It encourages critical thinking, teamwork, and adaptability in various workplace communication scenarios.

Learning Outcomes:

Upon completing this course, students will be able to:

- Develop effective interpersonal communication skills for professional settings.
- Deliver impactful oral presentations with confidence and clarity.
- Write concise and persuasive business documents.
- Adapt communication strategies to diverse audiences and contexts.
- Apply active listening and feedback techniques in group interactions.

Course Contents

Unit 1: Business Writing Practice **LH 6**

- Writing clear and professional emails
- Drafting memos, reports, and proposals
- Revising and editing for tone, grammar, and structure
- Group activity: Peer review of written assignments

Unit 2: Oral Communication and Presentation Skills **LH 6**

- Structuring and delivering professional presentations
- Use of visual aids and storytelling techniques
- Handling Q&A sessions effectively
- Role-play exercises for public speaking
- Conducting and participating in interviews

Unit 3: Real-World Application and Feedback **LH 4**

- Simulation of workplace communication scenarios
- Individual presentations on selected business topics
- Group reflections and instructor feedback

Assessment and Evaluation:

Class participation and engagement	20%
Individual assignments (written and oral)	40%
Final practicum presentation (Mock Meeting, Mock Interviews)	40%

Suggested Readings:

Bovee, C. L., & Thill, J. V. (2018). *Business Communication Today* (14th Edition). Pearson.

Duck, S., & McMahan, D. T. (2020). *Communication in Everyday Life: The Basic Course Edition with Public Speaking*. Sage Publications.

Garner, B. A. (2013). *HBR guide to better business writing*. Harvard Business Review Press.

Lesikar, R. V., Rentz, K., Flatley, M. E., & Lentz, P. (2011). *Lesikar's business communication: connecting in a digital world*. McGraw- Hill Irwin.

Rajarshi Janak University
Faculty of Management

Level: Master

Program: MBA

Course: Digital Marketing Practicum

Course Code: MBA 518

Course Description:

This practicum provides hands-on experience with digital marketing tools, strategies, and platforms to prepare students for the dynamic world of online marketing. Through practical exercises and real-world simulations, students will learn to design, implement, and analyze digital marketing campaigns. The course emphasizes skill development in areas such as social media marketing, search engine optimization (SEO), and analytics.

Course Objectives:

The Digital Marketing Practicum course is designed to provide students with hands-on experience in implementing digital marketing strategies in real-world scenarios. This course bridges theoretical knowledge with practical application, allowing students to work on live projects, develop marketing campaigns, and analyze digital performance metrics. Key areas of focus include search engine optimization (SEO), social media marketing, email marketing, content creation, and web analytics.

Learning Outcomes:

Upon completing this course, students will be able to:

- Understand the fundamentals of digital marketing and its significance in the modern business landscape.
- Design and execute effective digital marketing strategies.
- Utilize tools and platforms for social media marketing, SEO, email campaigns, and content marketing.
- Develop and present a comprehensive digital marketing plan.

Course Contents:

Unit 1: Introduction to Digital Marketing

LH 4

- Overview of digital marketing: trends and applications
- Key components: SEO, SEM, social media, email, and content marketing

Unit 2: Social Media Marketing

LH 4

- Platforms and their business applications (Facebook, Instagram, LinkedIn, Twitter, etc.)
- Creating engaging content and campaigns
- Paid advertising strategies and audience targeting
- Hands-on exercise: Designing a social media campaign

Unit 3: Search Engine Optimization and Content Marketing

LH 4

- Basics of SEO: keyword research, on-page and off-page optimization
- Role of content in driving organic traffic
- Tools for content creation and optimization

- Hands-on exercise: Optimizing a web page for SEO

Unit 4: Digital Advertising and Analytics

LH 4

- Overview of Google Ads and paid search strategies
- Introduction to web analytics tools (Google Analytics, Hotjar, etc.)
- Measuring KPIs and interpreting campaign performance data
- Hands-on exercise: Analyzing website traffic and campaign results

Assessment and Evaluation:

Class participation and engagement	20%
Individual assignments (written and oral)	40%
Final practicum presentation	40%

Suggested Readings:

Anil, G.S. (2021). *Digital and Social Media Marketing*. Himalaya Publishing House Pvt. Ltd.

Babu KG Raja Sabarish; Anbazhagan B. & Meenakumari S. (2023). *Digital Marketing*. Sultan Chand & Sons

Ryan, D. (2020). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*. Kogan Page

Shah B. & Mahto, S. (2025). *Mastering Digital Business: Concepts, Tools and Strategies*. Kathmandu: Asmita Publication

Barry, J. (2015). *Social content marketing for entrepreneurs*. Business Expert Press, LLC.