

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

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

Faculty of Management

Office of the Dean



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

Program: MBA

Course: Managerial Communication & Critical Thinking

Course Code: MBA 511

Year: First

Semester: First

Credit Hours: 2

Lecture Hours: 32

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (to be converted at 50%)

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.



Rajarshi Janak University

Faculty of Management

Level: Master

Program: MBA

Course: Statistics for Business Decisions

Course Code: MBA 512

Year: First

Semester: First

Credit Hours: 3

Lecture Hours: 48

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (to be converted at 50%)

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.



Rajarshi Janak University

Faculty of Management

Level: Master

Program: MBA

Course: Economics for Managers

Course Code: MBA 513

Year: First

Semester: First

Credit Hours: 2

Lecture Hours: 32

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (to be converted at 50%)

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.



Rajarshi Janak University Faculty of Management

Level: Master

Program: MBA

Course: Marketing for Managers

Course Code: MBA 514

Year: First

Semester: First

Credit Hours: 2

Lecture Hours: 32

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (to be converted at 50%)

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.



Rajarshi Janak University

Faculty of Management

Level: Master

Program: MBA

Course: Managing Human Resources

Course Code: MBA 515

Year: First

Semester: First

Credit Hours: 2

Lecture Hours: 32

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (to be converted at 50%)

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

Year: First

Semester: First

Credit Hours: 2

Lecture Hours: 32

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (to be converted at 50%)

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

Year: First

Semester: First

Credit Hours: 1

Lecture Hours: 16

Internal Evaluation: 100 Marks

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

Year: First

Semester: First

Credit Hours: 1

Lecture Hours: 16

Internal Evaluation: 100 Marks

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.

Rajarshi Janak University

Faculty of Management

Office of the Dean



Master of Business Administration (MBA)

Second Semester Syllabus

Effective from the Academic Batch of 2025 AD

| 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 |



Rajarshi Janak University

Faculty of Management

Level: Master

Program: MBA

Course: Organizational Behaviour

Course Code: MBA 521

Year: First

Semester: Second

Credit Hours: 2

Lecture Hours: 32

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (to be converted at 50%)

Course Description

Organizational Behaviour (OB) is a foundational course that examines how individuals, groups, and structures influence behaviour within organizations. This course equips MBA students with the theoretical knowledge and practical tools to understand, predict, and influence human behaviour at work. Emphasis is placed on applying OB concepts to managerial challenges and enhancing personal and organizational effectiveness in the context of Nepalese and global business environments.

Course Objectives

The primary objective of this course is to provide MBA students with a comprehensive understanding of human behaviour within organizational settings. It aims to develop analytical skills to examine how individual, group, and organizational factors influence workplace dynamics. Through the study of key concepts such as motivation, personality, leadership, communication, and organizational culture, the course helps students understand the psychological and social processes that affect performance and relationships in organizations. Additionally, it seeks to equip students with practical tools to manage and influence behaviour effectively, enhance teamwork and leadership capabilities, and address challenges arising from change, diversity, and conflict in both local and global business environments.

Learning Outcomes

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

- Explain major concepts and models of organizational behaviour.
- Analyze individual behaviour through personality, perception, motivation, and learning.
- Examine group dynamics and teamwork, including communication, conflict, and decision-making.
- Assess organizational systems including culture, leadership, and change.
- Apply OB principles to improve individual and organizational performance.

Course Contents

Unit 1: Introduction to Organizational Behaviour

LH 3

- Concept and significance of organizational behaviour
- Basic assumptions and approaches to OB
- OB system
- Levels of OB analysis

- Emerging trends and challenges in OB
- Determinants of behaviour: Beliefs, attitudes, values, emotions and behaviour.

Unit 2: Perception, Personality and Learning LH 8

- Perceptions: Concept, features and process; Factors affecting perception; Perception versus sensation; Perception and individual decision making; Perceptual errors; Reducing perceptual problems.
- Personality: Concept, features and types; Determinants of personality; the big five personality model.
- Learning: Concept, features and significance; Learning process; Factors affecting learning; Major models of learning – classical conditioning, operant conditioning, cognitive learning and social learning; Behaviour modification.

Unit 3: Group Dynamics and Team Development LH 5

- Group dynamics: Concept and importance
- Groups: Concept and types of groups; group formation; group development stages; group performance factors
- Work teams: Types, team performance factors, building effective work teams, group decision making, and issues in managing work teams.
- Conflict management: definition, causes and features; Types of conflict; Work-life conflicts; Conflict resolution strategies;

Unit 4: Motivation, Leadership and Communication LH 8

- Motivation: Concept, features and types.
- 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.

Unit 5: Organizational Conflict and Stress Management LH 4

- Organizational Conflict: Dynamics and management; sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional Organizational conflicts; Resolution of conflict.
- 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.

Unit 6: Organizational Change and Development

LH 4

- 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.

Suggested Readings:

Aswathappa, K. (2024). *Organizational Behaviour*. New Delhi: Himalayan Publishing House.

Dwivedi, R. S. *Human Relations and Organizational Behavior: A Global Perspective*. New Delhi: Macmillan India Limited.

Greenberg, J. and Baron, R.A.(2011). *Behavior in Organizations*. New Delhi: Pearson Education.

Luthans, F. *Organizational Behaviour* (12th ed.). New Delhi: McGraw Hill Education (India) Pvt. Ltd.

Newstorm, J. W., *Organizational Behavior: Human Behavior at Work*. New Delhi: Tata McGraw_Hill Publishing Company.

Pareek, U. *Understanding Organizational Behavior*. New Delhi: Oxford University Press.

Robbins, S. P.; Judge, T. A. & Vohara, N. (2023). *Organizational Behaviour* (18th ed.). New Delhi: Pearson Education India.

Singh, K. (2015). *Organizational Behaviour*. New Delhi: Vikas Publishing House



Rajarshi Janak University

Faculty of Management

Level: Master

Program: MBA

Course: Contemporary Management Concepts

Course Code: MBA 522

Year: First

Semester: Second

Credit Hours: 2

Lecture Hours: 32

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (to be converted at 50%)

Course Description

This course provides a comprehensive overview of contemporary management concepts and practices, focusing on the dynamic and ever-evolving nature of modern business environments. It covers emerging trends in leadership, innovation, technology, sustainability, and crisis management, with an emphasis on practical applications and global perspectives. Students will develop critical thinking and decision-making skills to address real-world challenges and contribute effectively to organizational success.

Course Objectives

This course is designed to equip students with a comprehensive understanding of contemporary management concepts, emerging trends, and their practical applications in today's dynamic business environment. It delves into the evolution of management thought, emphasizing its relevance in addressing modern organizational challenges. Students will explore advanced management practices and their strategic implications, gaining insights into how these approaches influence decision-making and competitive advantage. The course also provides a platform to analyze critical issues in management, such as globalization, innovation, and sustainability, fostering an awareness of their impact on businesses.

Learning Outcomes

By the end of the course, students will:

- Be equipped with a robust understanding of contemporary management theories and their applications.
- Develop critical and analytical skills to navigate complex business challenges.
- Understand the importance of adaptability and innovation in a rapidly changing global environment.
- Gain practical knowledge to contribute effectively to organizational success in the modern era.

Course Contents

Unit 1: Introduction to Contemporary Management Concepts

LH 4

- Overview of management: Traditional vs. contemporary approaches
- Philosophical Aspects of Management: The classical philosophy (Scientific management, administrative management and Bureaucratic management), Behavioral management

philosophy (human relation movement and Hawthorne studies), System and contingency philosophy.

- Emerging trends in management

Unit 2: Strategic Management in a Globalized World **LH 4**

- Globalization and its impact on management practices
- Cross-cultural management and diversity in organizations
- Strategies for competitive advantage in a global context

Unit 3: Leadership in the Contemporary Era **LH 4**

- Contemporary leadership styles and practices
- Transformational vs. transactional leadership
- Emotional intelligence and its role in effective leadership
- Leading in a digital and remote work environment

Unit 4: Corporate Governance and Diversity Management **LH 4**

- Concept and importance of corporate governance
- Principles and pillars of good corporate governance
- Corporate governance mechanisms (internal and external)
- Corporate governance practices in Nepal
- Concept and significance of workplace diversity
- Challenges and opportunities of managing diversity in organizations
- Strategies for promoting an inclusive organizational culture

Unit 5: Corporate Social Responsibility and Sustainability **LH 4**

- The concept of CSR and its evolution
- Triple bottom line: Economic, social, and environmental considerations
- Sustainable management practices and ethical decision-making

Unit 6: Technology and Digital Transformation in Management **LH 4**

- Impact of digital transformation on management functions
- Role of big data and analytics in decision-making
- Artificial intelligence and its implications for managers
- Challenges of cybersecurity and digital ethics

Unit 7: Agile Management **LH 4**

- Agile Management: Concepts, Principles and Benefits
- Implementing Agile in Organizations: Adopting Agile Practices, Building Agile Teams and Agile Tools and Technologies
- Measuring Agile Performance
- Overcoming Challenges in Agile Management

Unit 8: Future of Management **LH 4**

- Trends shaping the future of management (e.g., gig economy, hybrid work models)
- Role of managers in fostering innovation and adaptability
- Ethical challenges and the evolving role of corporate governance
- Preparing for Industry 4.0 and beyond

Suggested Readings:

Griffin, R. W. (2021). *Management: Principles and Practices*. International Edition, Thomson South-Western

Jones, G. R., & George, J. M. (2021). *Contemporary Management*. McGraw Hill.

Drucker, P. F. (2008). *Management: Tasks, Responsibilities, Practices*. Harper Business

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

Harvey, B. *Understanding and Managing Diversity*. New Delhi: Pearson Education.



Rajarshi Janak University

Faculty of Management

Level: Master

Program: MBA

Course: Managerial Accounting

Course Code: MBA 523

Year: First

Semester: Second

Credit Hours: 3

Lecture Hours: 48

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (to be converted at 50%)

Course Description

This course provides MBA students with comprehensive knowledge and analytical skills in managerial accounting necessary for effective decision-making, planning, and control in organizational settings. It emphasizes the use of accounting information by managers rather than external stakeholders. Key focus areas include cost estimation, income measurement, budgeting, cost-volume-profit analysis, and decision-making for alternative choices. The course introduces various contemporary tools such as value chain analysis, target costing, and balanced scorecard to address modern business challenges. Students will engage in real-world problems and case-based learning to apply accounting data strategically, contributing to business performance and operational efficiency.

Course Objectives

The primary objective of this course is to develop students' understanding of managerial accounting concepts and their application in business management. It aims to enhance their ability to analyze, interpret, and use accounting information for internal decision-making. Students will learn to estimate costs using statistical methods, prepare income statements under different costing approaches, conduct cost-volume-profit analysis under uncertainty, and make decisions related to pricing, outsourcing, and product lines. The course also focuses on managerial control processes such as budgeting and variance analysis to evaluate and control performance. In addition, students will be introduced to contemporary issues in managerial accounting, preparing them to respond to the evolving needs of modern organizations through innovative tools and techniques.

Learning Outcomes

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

- Explain the concepts, functions, and strategic role of managerial accounting in business organizations.
- Classify and estimate various types of costs using appropriate methods.
- Prepare and interpret income statements using absorption and marginal costing approaches.
- Analyze cost-volume-profit relationships and apply them in planning and decision-making under different scenarios.

- Make informed managerial decisions regarding alternative courses of action, such as make-or-buy or product discontinuation.
- Design and evaluate master and flexible budgets for performance control in various business contexts.
- Apply standard costing and conduct variance analysis for materials, labor, and overheads.
- Prepare master budgets and performance reports.
- Use relevant accounting data for short- and long-term decision-making.
- Apply standard costing, variance analysis, and responsibility accounting systems effectively.
- Assess the relevance of modern management accounting tools like target costing, life-cycle costing, and the balanced scorecard in contemporary business practices.

Course Contents

Unit 1: Introduction to Management Accounting LH 3

- Concept, objectives, functions, scope, and limitations of management accounting
- Comparison of management accounting with financial accounting
- Comparison of management accounting with cost accounting
- Role of management accounting in strategic decision-making

Unit 2: Cost Estimation LH 3

- Cost concepts and classification
- Cost estimation methods: Two-point method and least squares method
- Measurement and interpretation of correlation coefficient, coefficient of determination, standard error of estimate, and standard error of coefficient
- Testing the significance of estimated relationships

Unit 3: Income measurement and reporting LH 8

- Product costs vs. period costs
- Absorbed cost vs. unabsorbed cost
- Absorption costing: Concepts, advantages, and limitations
- Preparation of income statement under absorption costing
- Marginal costing: Concepts, advantages, applications, and limitations
- Preparation of income statement under marginal costing
- Causes of differences in net income and reconciliation statement

Unit 4: Cost Volume Profit Analysis LH 10

- CVP analysis: Concepts, objectives, assumptions, and limitations
- Contribution margin and contribution margin ratio
- Break-even analysis and profit planning (including multi-product cases)
- CVP analysis under changing context (sensitivity analysis)
- CVP under uncertainty: Use of standard deviation, coefficient of variation, and normal distribution
- CVP analysis with a single constraint
- CVP analysis with multiple constraints: Use of linear programming model

Unit 5: Decision Regarding Alternative Choices**LH 6**

- Concepts, need and objectives of decision regarding alternatives
- Decisions on:
 - Make or buy
 - Drop or continue a segment
 - Accept or reject special offers
 - Sell or further process

Unit 6: Managerial Control Process**LH 14**

- Concepts and objectives of budgeting
- Preparation of master budget for manufacturing and trading organizations
- Variance analysis for performance control:
 - Material variances
 - Labor variances
 - Overhead variances (three-variance method)
- Preparation and use of flexible budgets

Unit 7: Contemporary Issues in Managerial Accounting**LH 4**

- Value chain analysis: Concept and advantages
- Target costing: Concept and advantages
- Kaizen costing: Concept and advantages
- Life-cycle costing: Concept and advantages
- Forensic accounting: Concept and applications
- Human resource accounting: Concept and relevance
- Balanced scorecard: Concept and managerial implications

Suggested Readings:

- Atkinson, A. A., Kaplan, R. S., Matsumura, E.M., Young, S.M & Kumar, G. A. (2012).Management Accounting/6e. New Delhi: Pearson Education Pvt. Ltd.
- Garrison, R. H., Noreen, E. H., & Brewer, P.C. (2012).Managerial Accounting. New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- Hilton, R.W., Ramesh, G., &Madugula, J. (2011).Managerial Accounting. New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- Shah, B; Ojha, B.R and Basnet, S.K. (2018).Management Accountancy. Kathmandu: Dreamland Publication Pvt. Limited.



Rajarshi Janak University

Faculty of Management

Level: Master

Program: MBA

Course: Financial Management

Course Code: MBA 524

Year: First

Semester: Second

Credit Hours: 2

Lecture Hours: 32

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (to be converted at 50%)

Course Description

This course introduces students to the core concepts, principles, and practices of financial management in a business context. It provides an in-depth understanding of the roles and responsibilities of financial managers and the key financial decisions they make to maximize shareholder wealth. Topics include financial analysis, cost of capital, security valuation, risk-return analysis, and capital budgeting. The course aims to develop analytical skills required to make informed financial decisions and understand the implications of those decisions on organizational performance and value.

Course Objectives

The objective of this course is to equip students with foundational knowledge and analytical skills in financial management necessary for managerial decision-making. The course aims to help students understand the financial goals of a corporation, evaluate financial statements and ratios, determine cost of capital, assess the valuation of securities, and analyze risk and return. Additionally, students will gain the ability to apply various capital budgeting techniques to make investment decisions. Throughout the course, emphasis is placed on applying theoretical knowledge to real-world financial situations in both domestic and global contexts.

Learning Outcomes

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

- Explain the fundamental concepts of financial management and the role of financial managers.
- Analyze financial statements using ratio analysis and other tools for informed decision-making.
- Calculate and interpret the cost of capital and understand its implications for financing decisions.
- Apply time value of money concepts to the valuation of bonds, preferred stocks, and common stocks.
- Evaluate the relationship between risk and return and apply models such as CAPM for investment decisions.
- Analyze capital budgeting projects using various techniques such as NPV, IRR, Payback Period, and Profitability Index.

Course Contents

Unit 1: Introduction to Financial Management

LH 3

- Financial Management: Concept and functions
- Role of financial managers;
- Financial goals of the corporation: Profit maximization vs. Wealth maximization;
- Agency Conflicts: Conflict between Managers and Shareholders, Conflict between Shareholders and Creditors
- Financial Environment in Nepal: Financial Securities, Financial Institutions, Financial Market

Unit 2: Financial Statement Analysis

LH 5

- Financial Statement Analysis: Concept, need and tools
- Financial Ratio Analysis: Liquidity Ratios, Asset Management Ratios, Debt Management Ratios, Profitability Ratios and Market Value Ratios
- Interpretation of financial ratios for managerial decision-making
- Du-Pont system of financial analysis
- Application of financial ratios in decision making
- Limitations of Ratio Analysis
- Vertical and horizontal analysis

Unit 3: Security Valuation

LH 8

- Concept of time value of money
- Discounting and compounding of different cash flow streams
- Bonds: Meaning, features and types of bonds; valuation of bonds; required return and bond values; Changes in bond values over time; bond yields
- Preferred stock: Meaning, features and types of preferred stock; valuation of preferred stock
- Common stock: Meaning and features of common stock; common stock valuation (The basic stock valuation model, zero growth model, normal growth model, supernormal growth model)
- Valuation of the firm

Unit 4: Cost of Capital

LH 3

- Cost of capital: Concept and significance
- Weighted average cost of capital (WACC) and its components: Cost of debt, cost of preferred stock, cost of common stock (Cost of internal equity and cost of external equity)
- Factors affecting the weighted average cost of capital
- Marginal cost of capital and breaks in marginal cost of capital schedule

Unit 5: Risk and Return

LH 5

- Concept of investment return and risk
- Measuring return and risk in individual stock
- Measuring return and risk in a portfolio context

- The capital asset pricing model (CAPM): the beta coefficient, the security market line (SML)

Unit 6: Capital Budgeting

LH 8

- An Overview of Capital Budgeting
- Estimating Cash Flows
- Capital budgeting decision techniques: payback period, discounted payback period, net present value, profitability index, internal rate of return, modified internal rate of return
- Projects with Unequal Lives
- NPV Profiles and Crossover Rate.

Suggested Readings:

Brigham, E. F. & Houston, J. F. Fundamentals of financial management. Delhi: Cengage Learning.

Brealey, R. A., Myers, S. C., Allen, F., & Mohanty, P., Principles of Corporate Finance. Tata McGraw-Hill Education.

Gitman, L. J. Principles of managerial finance. Delhi: Pearson Education.

Ross, S. A., Westerfield, R. W., & Jordan, B. D. Corporate Finance. New Delhi: Tata McGraw-Hill.

Van Horne, J. C. Financial Management and Policy. New Delhi: Pearson Education.



Rajarshi Janak University

Faculty of Management

Level: Master

Program: MBA

Course: International Business

Course Code: MBA 525

Year: First

Semester: Second

Credit Hours: 2

Lecture Hours: 32

Internal Assessment: 50 Marks

External Evaluation: 100 Marks (to be converted at 50%)

Course Description

This course provides a comprehensive understanding of the dynamic and complex nature of international business. It explores the key concepts, theories, and practices that define global business operations, focusing on globalization, international trade and investment, regional integration, global economic and business environments, and strategies for international market entry. The course also delves into the functional areas of international business such as global marketing, production, finance, and human resource management, helping students develop a holistic view of how businesses operate across borders. The course equips students with knowledge and analytical skills to identify opportunities and manage challenges in international business, especially from the perspective of emerging economies like Nepal.

Course Objectives

The course aims to equip students with a solid foundation in international business by familiarizing them with its core principles, theories, and operational strategies. It seeks to help students understand the impact of globalization, regional economic integration, and international trade on business decision-making. The course also encourages critical analysis of the challenges and opportunities presented by international environments and equip students with practical knowledge of market entry strategies and the management of global business functions. Additionally, students will explore the implications of international trends on Nepalese businesses and develop the skills necessary for effective participation in global markets.

Learning Outcomes

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

- Define the scope, importance, and complexities of international business in a globalized world.
- Distinguish between domestic and international business environments and assess the effects of globalization.
- Explain key theories of international trade and investment and analyze their implications for modern global commerce.
- Describe the structure and evolution of the global economy and understand regional economic integration and the role of international institutions.

- Evaluate the socio-cultural, political, technological, and economic forces shaping international business environments.
- Identify and compare various international market entry strategies and assess the factors influencing their selection.
- Understand and apply knowledge of global production, marketing, financial, and human resource management in international business contexts.

Course Contents:

Unit 1: Introduction to International Business

LH 5

- Concept, scope, and importance of international business
- Complexities of International Business
- Differences between domestic and international business
- Globalization: Concept of globalization and its impact, factors affecting globalization, stages and methods of globalization
- Characteristics of contemporary world business
- Reasons for global business expansion
- Drivers and dimensions of market globalization
- Challenges and opportunities for Nepalese businesses in global markets

Unit 2: Theories of International Trade and Investment

LH 5

- International trade theories: Theory of Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Factor Proportions Theory , Country Similarity Theory, Product Life Cycle Theory, Global Strategic Rivalry Theory, Porter's National Competitive Advantage Theory
- International investment theories
- Implications of international trade and investment theories
- Contemporary issues of international trade.

Unit 3: Global Economy and Regional Economy Integration

LH 6

- Global economic structure
- The changing demographics of the global economy
- Regional economy integration: Concept, nature and types
- Economic integration in different conditions
- Implications of economic integration
- International economic institutions like IMF and the World Bank
- International trading blocs- BIMSTEC, EU, ASEAN, SAARC, WTO and free trade policies
- Nepal's participation in regional and multinational trading systems

Unit 4: International Business Environment

LH 5

- Nature and complexity of international business environment
- Socio- culture forces: Complexity of doing business across cultures
- Political forces: Political risks and their assessment
- Government interventions and investment barriers

- Technological Environment

Unit 5: International Market Entry Strategies

LH 4

- Modes of entry: exporting, licensing, franchising, contract manufacturing, management contracts, joint ventures, wholly-owned subsidiaries
- Comparison of different modes of entry
- Factors influencing the choice of entry mode
- Foreign Direct Investment: Factors influencing FDI, reasons for FDI, costs and benefits of FDI, Foreign Direct Investment in Nepal

Unit 6: Functional Areas of International Business

LH 7

- Global Production, Outsourcing and Logistics: Managing global supply chains, planning international production and operations, outsourcing strategies, logistics coordination across borders
- Global Marketing Strategy: Global branding, international product development and adaptation, pricing strategies in international markets, cross-border marketing communications, global distribution strategies, global e-marketing strategy
- International Financial Management: Sources of funds for international operations, investment decisions in foreign markets, international tax practices, currency exchange and financial risk
- International Human Resource Management: Staffing policies for global assignments, managing cultural and workforce diversity, handling international labour relations, preparing and supporting expatriates and repatriates

Suggested Readings:

Aswathappa, K. *International Business*. New Delhi: Tata McGraw Hill Education

Hill, C.W. L & Jain, A. K. *International Business: Competing in the Global Marketplace*. New Delhi: Tata McGraw Hill.

Hill, J. S. *International Business: Managing Globalization*. New Delhi: Sage Publications.

Daniels, J. D., Radegaugh, L. H. & Sullivan, D. P. *International Business: Environment and Operations*. New Delhi: Pearson Education.

Shenkar, O. & Luo, Y. *International Business*. New Delhi: Wiley Publications.

Sitkin, A. & Brown, N. *International Business: Challenges and Choice*. New Delhi: Oxford University Press.

Joshi, R. M. *International Business*. New Delhi: Oxford University Press.



Rajarshi Janak University Faculty of Management

Level: Master

Program: MBA

Course: Management Information System

Course Code: MBA 526

Year: First

Semester: Second

Credit Hours: 2

Lecture Hours: 32

Internal Assessment: 50 Marks

External Evaluation: Theory 80 marks + Practical 20 marks (to be converted at 50%)

Course Description

This course provides students with a comprehensive understanding of Management Information Systems (MIS) and their role in business organizations. It introduces the fundamental concepts, components, and applications of information systems in decision-making, strategic planning, and operational management. The course explores how information systems are used to improve efficiency, gain competitive advantage, support e-business, and enable digital transformation. Emphasis is placed on current trends in MIS, including artificial intelligence, big data, cloud computing, cybersecurity, and enterprise systems.

Course Objectives

The main objective of this course is to enable students to understand the significance of information systems in modern management and develop the skills to leverage technology for business advantage. The course aims to equip students with the knowledge to analyze, design, and manage information systems that align with organizational goals, enhance decision-making, and drive innovation. It also promotes awareness of ethical, social, and global issues related to information systems.

Learning Outcomes

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

- Explain the role and importance of MIS in organizational effectiveness.
- Identify and evaluate various types of information systems used in business.
- Analyze the components and architecture of information systems.
- Assess how information systems support business decision-making and competitive strategies.
- Demonstrate understanding of current trends such as AI, cloud computing, and data analytics.
- Evaluate issues related to the ethical and secure use of information systems.

Course Contents:

Unit 1: Introduction to MIS

LH 3

- Concept, components, characteristics, and types of information systems
- Evolution and importance of MIS in organizations
- MIS vs. IT vs. IS

| | |
|--|-------------|
| Unit 2: Information Systems in Business | LH 7 |
| <ul style="list-style-type: none"> • Concept of functional and cross-functional systems • Concept of Marketing Systems, Manufacturing Systems, Human Resource Systems, Accounting Systems and Financial Management Systems • Types of Information System: Transaction Processing System, Management Information System, Decision Support System, Executive Support System • Enterprise Resource Planning: Concept, benefits and challenges • Customer Relationship Management: Concept, benefits and challenges • Supply Chain Management: Concept, benefits and challenges • Business processes and IS integration | |
| Unit 3: E-Business and Digital Transformation | LH 5 |
| <ul style="list-style-type: none"> • E-business models: Definition and types of E-business model • E-commerce systems: Definition and functions • E-Payment Systems: Definitions and types • Digital transformation in Nepalese business • Mobile computing: Definition, advantages and disadvantages • Cloud computing: Definition, advantages, disadvantages and cloud services (SaaS, IaaS, PaaS) | |
| Unit 4: Decision-Making and MIS | LH 3 |
| <ul style="list-style-type: none"> • Decision-making process • Role of MIS in managerial and strategic decision-making • Business Intelligence and analytics: Concept and applications | |
| Unit 5: Systems Development and Implementation | LH 5 |
| <ul style="list-style-type: none"> • Systems Development Life Cycle: Concept and phases • Agile and traditional methods • Project planning and feasibility analysis • System analysis and development through data flow diagram • Change management in IS implementation | |
| Unit 6: Data Management and Security | LH 4 |
| <ul style="list-style-type: none"> • Database concept • Data warehousing and mining: Definition, advantages and disadvantages • Cybersecurity threats and protection • Ethical and privacy issues in IS | |
| Unit 7: Emerging Trends and Strategic Use | LH 5 |
| <ul style="list-style-type: none"> • AI: definition, impact (positive/negative and applications of AI) • IoT: Definition, Components and applications of IOT • Blockchain: Definition and Key Features • Big data: Definition and types of Big Data • Strategic use of IS for competitive advantage • MIS in Nepalese organizations: challenges and opportunities | |

Practical Component:

- Case Studies from Nepalese banks, telecom, e-commerce, and manufacturing sectors
- Mini Project: Group-based MIS audit/report on a local business

Suggested Readings:

James A. O'Brien., George M. Marakas, and Ramesh Behl. *Management Information Systems*. New Delhi: Tata McGraw-Hill.

Ralph Stair and George Reynolds. *Principles of Information Systems*. Cengage Learning

Kenneth C. Laudon and Jane P. Laudon. *Management Information Systems: Managing the Digital Form*. England: Pearson Education

Relevant Case Materials and Research Papers from Nepal



Rajarshi Janak University

Faculty of Management

Level: Master

Program: MBA

Course: Seminar on Emerging Issues in Management

Course Code: MBA 527

Year: First

Semester: Second

Credit Hours: 1

Lecture Hours: 16

Evaluation: 100 Marks (Faculty: 80 marks and External Expert: 20 marks)

Course Description

The course "Seminar on Emerging Issues in Management" is designed to provide MBA students with an in-depth understanding of contemporary issues, challenges, and trends affecting the field of management. It will cover emerging topics such as digital transformation, sustainability, globalization, leadership in the modern age, and technological disruptions, providing a platform for students to critically analyze and discuss real-world scenarios. This curriculum encourages active participation, group work, and real-world case studies, fostering a dynamic learning environment for MBA students to understand and engage with emerging management issues.

Course Objective

- To introduce students to emerging trends and challenges in management.
- To develop critical thinking and analytical skills for identifying and addressing current issues in the management landscape.
- To foster discussions and debates that connect theoretical knowledge with practical applications.
- To enable students to understand the dynamics of global and local management environments.

Teaching Pedagogy

This seminar course adopts a blended pedagogical approach that combines interactive lectures with student-led presentations. A central feature of the course is an extensive review of current and relevant literature, enabling students to critically engage with emerging trends and challenges in the field of management. Through seminar-style discussions and presentations, students are encouraged to analyze, synthesize, and debate contemporary issues, fostering a collaborative and research-oriented learning environment.

Course Contents

Unit 1: Introduction to Seminar and Seminar Paper

LH 3

- Understanding the concepts and distinctions among seminar, webinar, workshop, symposium, and conference
- Guidelines for reviewing academic articles, writing synopses, preparing seminar papers, and delivering effective seminar presentations

Unit 2: Introduction to Emerging Issues in Management

LH 5

Suggested Topics:

- The Role of Artificial Intelligence in Transforming Business Operations

- Blockchain Technology and Its Impact on Management Practices
- Sustainability and Green Management: A Strategic Imperative for Future Leaders
- The Future of Work: Trends in Remote, Hybrid, and Gig Economy
- The Digital Transformation Journey: Challenges and Opportunities
- Leadership in the Age of Disruption: Leading in Uncertain Times
- Data-Driven Decision Making: How Analytics Is Reshaping Management
- Navigating Globalization: Strategies for Managing Multinational Operations
- Ethical Challenges in Modern Business: Corporate Social Responsibility (CSR) and Beyond
- Innovation and Entrepreneurship in a Post-Pandemic World
- The Evolution of Human Resource Management in the Digital Age
- Strategic Risk Management: Navigating Uncertainty in a Globalized Economy
- The Role of Corporate Governance in Ensuring Sustainable Business Practices
- Managing Organizational Change in the Age of Technology and Innovation
- Smart Cities and Their Impact on Business Operations and Strategy
- Cybersecurity Challenges and Their Impact on Business Management
- Transformational leadership and employee's performance
- Workforce diversity and diversity management
- Emotional Intelligence and productivity

Unit 3: Development and Presentation of Seminar Paper

LH 8

Students will be assigned contemporary issues in management from both global and Nepalese contexts. They will conduct a critical review of scholarly articles and relevant literature to develop a structured thematic paper. Based on their findings, students will prepare and deliver a formal presentation using slides, showcasing their analysis and conclusions to an audience of faculty, peers, and experts.

Evaluation of Seminar Paper and Presentation

MBA students are required to complete a review-based research assignment culminating in the development of a seminar paper. The evaluation process comprises two components: the **seminar paper**, assessed by the course faculty, and the **presentation**, evaluated by an external expert. This dual evaluation ensures a balanced assessment of students' analytical abilities, research quality, and communication effectiveness. The assessment criteria are designed to emphasize both academic rigor and presentation skills.

| Course Faculty | | External Expert | |
|-------------------------------|-------|----------------------------------|-------|
| Evaluation dimensions | Marks | Evaluation dimensions | Marks |
| Contents of the seminar paper | 60 | Organization of presentation | 10 |
| Organizing the paper | 20 | Presentation skills and contents | 10 |
| | 80 | | 20 |



Rajarshi Janak University

Faculty of Management

Level: Master

Program: MBA

Course: Fintech Practicum

Course Code: MBA 527

Year: First

Semester: Second

Credit Hours: 1

Lecture Hours: 16

Internal Evaluation: 100 Marks

Course Description

This practicum-based course provides MBA students with hands-on exposure to real-world financial technologies (Fintech). Through simulations, case analyses, industry tools, and problem-solving exercises, students will explore how Fintech is transforming banking, payments, investment, insurance, and regulatory compliance. The course emphasizes application-oriented learning by engaging students in practical tasks, such as building digital payment models, using blockchain simulators, analyzing digital lending platforms, or testing robo-advisory interfaces. Students will also be required to present a mini-project related to Fintech innovations or implementation in Nepal.

Course Objective

The course aims to bridge academic learning with real-world Fintech applications. It enables students to:

- Gain practical understanding of the tools, trends, and innovations shaping the Fintech industry.
- Apply theoretical Fintech knowledge to practical business scenarios.
- Use digital platforms and sandbox environments to simulate Fintech solutions.
- Critically evaluate the implementation of Fintech in Nepal's financial ecosystem.

Learning Outcomes

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

- Demonstrate the use of basic Fintech tools and platforms (e.g., payment apps, blockchain simulators).
- Develop or assess small-scale Fintech business models or applications.
- Analyze regulatory and operational challenges of Fintech in Nepal and globally.
- Present practical insights or recommendations for Fintech adoption in real businesses.

Course Contents

Unit 1: Overview of Fintech Applications

LH 4

- Introduction to Fintech and its sectors
- Emerging trends: Blockchain, AI in finance, RegTech, InsurTech
- Overview of Fintech ecosystems in Nepal

Unit 2: Hands-on with Fintech Tools and Simulations

LH 6

- Use of digital wallets (eSewa, Khalti demo)
- Blockchain transaction simulation
- Peer-to-peer lending platforms
- Open banking APIs and demo apps

Unit 3: Mini Project Development

LH 4

- Project design: selection of Fintech innovation or issue
- Data collection, sandbox testing, or platform analysis
- Preparation of a project report and presentation

Unit 4: Presentation and Reflection

LH 2

- Group/individual presentations
- Peer evaluation and reflective discussion
- Lessons learned and local implications

Assessment and Evaluation:

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

Suggested Readings:

1. V. Dheenadhayalan & C. Vijai. (2024). *FinTech*. Chennai: Vijay Nicole Imprints Private Limited
2. Chuen, D. L. K., & Deng, R. H. (Eds.). (2017). *Handbook of Blockchain, Digital Finance, and Inclusion*. Academic Press.
3. Online platforms: eSewa sandbox, Khalti demo, Fintech Nepal, Google Firebase (for app demo), Ethereumtestnet (for blockchain simulation).