

Rajarshi Janak University
Faculty of Management
Office of the Dean



Master of Business Administration (MBA)

Second Year

Fourth Semester Syllabus

Effective from the Academic Batch of 2025 AD



उपकुलपति
राजर्षि जनक विश्वविद्यालय

MBA Fourth Semester

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

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
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
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
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
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
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



Level: Master

Program: MBA

Course: **Business Research Method**

Course Code: MBA 541

Area of Study: Core

Credit Hrs: 2

Year: Second

Semester: Fourth

Lecture Hours: 32

Internal Assessment: 50 Marks

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

Course Description

This course provides MBA students with the theoretical foundations and practical skills required to conduct scientific research in business and management. It introduces the concepts, nature, and process of business research and emphasizes the identification of research problems, formulation of research objectives and hypotheses, and critical review of relevant literature. The course covers research design, sampling techniques, measurement and scaling, data collection methods, and basic data analysis for evidence-based managerial decision-making. It also develops students' competencies in preparing research proposals and research reports using accepted academic writing standards and APA referencing style. Upon completion of the course, students will be able to design and conduct independent business research and apply research findings to solve managerial and organizational problems.

Course Objectives

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

- Explain the philosophical foundations of scientific research.
- Identify and formulate business research problems.
- Conduct systematic literature reviews and identify research gaps.
- Develop theoretical and conceptual frameworks.
- Design quantitative, qualitative and mixed-method research.
- Apply appropriate measurement, sampling and data collection techniques.
- Analyze data using statistical software.
- Prepare research proposals and dissertations using APA style.

Learning Outcomes

Students completing this course will be able to

- Critically evaluate research.
- Develop publishable-quality research proposals.
- Conduct independent research.
- Apply quantitative and qualitative research methods.
- Interpret statistical findings.
- Write academic reports suitable for MBA dissertations.

Unit I Foundations of Business Research

LH 5

- Meaning and Concept of Research
- Nature, Characteristics and process of Scientific Research
- Importance of Research in Business and Management
- Types of Research: Basic and Applied Research, Exploratory Research, Descriptive Research, Explanatory Research, Experimental Research, Quantitative Research, Qualitative Research, Mixed Methods Research, Action Research and Evaluation Research
- Research Ethics: Ethical Principles, Informed Consent, Confidentiality, Research Misconduct, Plagiarism and AI and Responsible Research

Unit II: Research Problem Formulation and Literature Review

LH 5

- Research Problem: Meaning, Sources, and Characteristics
- Research Objectives and Research Questions
- Research Approaches: Deductive, Inductive, and Abductive
- Hypothesis: Meaning, Characteristics, Types, and Development
- Literature Review: Meaning, Objectives, and Importance
- Sources of Literature
- Literature Search Techniques (Google Scholar, Scopus)
- Identifying Research Gaps

Unit III: Theoretical Framework and Research Design

LH 6

- Theory, Model, and Construct
- Variables: Independent, Dependent, Mediating and Moderating

- Theoretical and Conceptual Framework
- Research Design: Meaning, Characteristics and Importance
- Types of Research Design: Exploratory, Descriptive, Explanatory, Survey, Case Study, Cross-sectional, Longitudinal and qualitative
- Validity and Reliability in Research Design

Unit IV: Sampling, Scale and Measurement

LH 5

- Sampling Design: Population, Census, Sample. Sampling Frame
- Characteristics of Good Sample and Sampling Process
- Types of Sampling Techniques: Probability and Non-probability
- Measurement: Meaning and Importance
- Measurement Scales: Nominal, Ordinal, Interval and Ratio
- Scaling Techniques: Likert, Semantic Differential, Thurstone, Guttman and Stapel
- Reliability and Validity: Concept and types

Unit VI: Data Collection and Analysis

LH 7

- Data Collection: Meaning and importance
- Types of Data: Primary and Secondary
- Primary Data: Concept, advantages and disadvantages
- Secondary Data: Concept, advantages and disadvantages
- Techniques of Data Collection: Questionnaire, Interview and Observation
- Construction of Questionnaire: Types of questions, sequencing, wording, layout and pilot study
- Interview Methods: Structured, semi-structured, and unstructured interviews, Interview protocol, probing, ethical considerations
- Observation: Meaning, advantages and disadvantages
- Data Preparation: Data Editing, Coding, Classification, Tabulation
- Descriptive Statistics: Frequency, Mean, Median and Standard Deviation
- Inferential Statistics: Correlation, Regression, Multiple Regression, t-test, ANOVA and Chi-square

Unit VIII: Research Proposal and Research Report Writing

LH 4

- Research Proposal: Meaning, Importance and Structure



- Components of Proposal: Introduction, Literature Review, Research Gap, Framework, Methodology, Time Schedule, Budget and References
- Research Report: Meaning, Types and Dissertation Structure
- Citation: Meaning and Types

Suggested Readings:

- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students*. Pearson.
- Creswell, J. W., & Creswell, J. D. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Sage.
- Cooper, D. R., & Schindler, P. S. (2022). *Business Research Methods*. McGraw-Hill.
- Sekaran, U., & Bougie, R. (2020). *Research Methods for Business*.
- Wiley. Crotty, M. (1998). *The Foundations of Social Research*. Sage Publications.



Rajarshi Janak University
Faculty of Management



Level: Master
Program: MBA
Course: Business Ethics and Corporate Governance
Course Code: MBA542
Nature of Course: Core

Credit Hrs: 2
Year: Second
Semester: Fourth
Lecture Hours: 32

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

Course Introduction

This course introduces the foundations of business ethics, common ethical issues and dilemmas, ethical decision-making, corporate governance, corporate social responsibility (CSR), and environmental, social, and governance (ESG) principles. It examines ethics, governance, CSR, and ESG practices from local (Nepalese) and global perspectives to connect theory with managerial practice and public accountability. The course builds students' ethical sensitivity and governance awareness for responsible leadership.

Course Objectives

The course aims to enable students to:

- Provide students with foundational knowledge of ethical theories and frameworks applicable to business decisions.
- Develop students' ability to identify and analyze common ethical issues and dilemmas in organizations.
- Equip students to apply ethical decision-making models in managerial and public-sector contexts.
- Introduce principles and practices of corporate governance, CSR, and ESG reporting and assessment.
- Foster awareness of Nepalese and international governance, CSR, and ESG practices and regulations.
- Encourage responsible leadership and accountability in corporate and public administration.

उपकुलपति
राजर्षी जनक विश्वविद्यालय

Learning Outcomes

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

- Explain key ethical theories (utilitarianism, deontology, justice-based approaches) and tests for ethical decisions.
- Distinguish personal, professional, and organizational ethics and explain the role of codes of ethics.
- Identify major ethical issues in business (child labour, gender, caste/communal discrimination, environmental harm, financial reporting ethics, HR recruiting dilemmas).
- Apply ethical decision-making models to real-world cases and propose defensible solutions.
- Describe corporate governance principles (including OECD principles), agency and stewardship theories, and their managerial implications.
- Evaluate CSR initiatives and ESG disclosures and prepare basic ESG assessments for firms or projects.
- Critically assess ethics, governance, CSR, and ESG practice in Nepal and compare them with international benchmarks.

Course Contents

Unit 1: Introduction

L.H. 9

Conflicts of Ethics, Mental constructs, Interrelation of ethics, values, attitude and moral, Structure of Social Order, Morality and Ethics, Personal Ethics, Professional Ethics, Cases of Ethical Decisions, Characteristics of Ethical Problems, Code of Ethics, Importance of Codes

Unit 2: Communication and Conflict Resolution Skills

L.H. 3

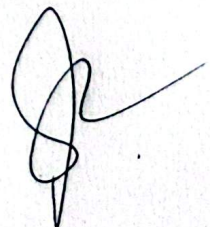
Eternal law, Utilitarianism, Universalism, Distributive justice, Personal liberty, right and duty ethics, Test for ethical decision

Unit 3: Ethical Issues and Decision-Making

L.H. 8

Child labour, Gender issues, Cast & Communal, Environmental Issue, Ethical Dilemmas in Financial Reporting, Organizational Cynicism, Job burnout, Perceived Organizational Support, conceptualization of ethics and competitiveness, ethical dilemmas that HR professionals face during the recruiting process.

Decision-making workshop: Apply an ethical decision-making model step-by-step to a contested HR recruitment case involving affirmative action and merit.



Unit 4: Corporate Governance

L.H. 6

Concept of corporate governance; need and scope; OECD principles of corporate governance; theories of corporate governance, Agency Theory and Stewardship Theory; concept of international business ethics; addressing global ethical issues in business.

Unit 5: Corporate Social Responsibility and Environmental Social Governance

L.H. 6

Concept of CSR; moral principles of CSR; increasing relevance of CSR; types and nature of social responsibilities; Carroll's four-part model of CSR; social responsibility and ethics; ESG indicator, disclosure, practice.

Role-play simulation: Board deliberation on an ESG disclosure decision (assign roles: CEO, CFO, Independent Director, CSR Head, Community Representative).

Suggested Resources

- Velasquez, M. G. (2005). *Business Ethics: Concepts and Cases*. Pearson.
- Bhanu Murthy, U. K. (2009). *Politics, Ethics and Social Responsibility of Business*. Pearson India.
- Mandal, S. K. (2017). *Ethics in Business and Corporate Governance*. McGraw Hill Education India.
- Carroll, A. B., & Buchholtz, A. K. (2014). *Business and Society: Ethics, Sustainability, and Stakeholder Management*.
- Gopalswamy, N. (1999). *Corporate Governance: A New Paradigm*.
- Freeman, R. E. (2010). *Strategic Management: A Stakeholder Approach* (for stakeholder theory).
- Bhanu Murthy, U. K. (2009). *Politics, Ethics and Social Responsibility of Business*. Pearson Education India.
- Mandal, S. K. (2017). *Ethics in Business and Corporate Governance*. McGraw Hill Education (India) Private Limited.
- Mbonigaba Celestin, & Mishra, A. K. (2025). Ethical Dilemmas in Financial Reporting: Where Should Companies Draw the Line Between Compliance, Transparency, and Strategic Disclosure? *Journal of Advanced Research in Quality Control & Management*, 10(1), 1-14. Retrieved from <https://adrjournalshouse.com/index.php/Journal-QualityControl-Mgt/article/view/2196>

- Mishra, A. K., & Aithal, P. S., (2023). Building Ethical Capital through Human Resource. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 8(1), 1-15. DOI: <https://doi.org/10.5281/zenodo.7519862>
- Kumar, A., King, T., & Ranta, M. (2024). Corporate governance characteristics and involvement in ESG activities: current trends and research directions. *Corporate governance: the international journal of business in society*, 24(8), 175-209.
- Mishra, A. K., & Aithal, P. S. (2022). CONSIDERATIONS AND CONUNDRUMS THAT CONFRONTED THROUGHOUT THE RECRUITING PROCESS. *International Journal of Research -GRANTHAALAYAH*, 10(11), 18-31. <https://doi.org/10.29121/granthaalayah.v10.i11.2022.4891>
- Alsayegh, M. F., Abdul Rahman, R., & Homayoun, S. (2020). Corporate economic, environmental, and social sustainability performance transformation through ESG disclosure. *Sustainability*, 12(9), 3910.

Nepal and International Context

Nepal-specific:

- Securities Board of Nepal guidelines (corporate governance requirements for Nepalese companies).
- Companies Act of Nepal.
- Reports on CSR practices by Nepali banks and hydropower firms

International:

- OECD Principles of Corporate Governance.
- Global Reporting Initiative (GRI) Standards.
- SASB (Sustainability Accounting Standards Board) guidance.
- UN Guiding Principles on Business and Human Rights.
- Relevant International Labour Organization (ILO) conventions on child labour and workers' rights.



Rajarshi Janak University
Faculty of Management



Level: Master

Program: MBA

Course: Commercial Bank Management (Elective)

Course Code: MBAE 561

Credit Hrs: 2

Year: Second

Semester: Fourth

Lecture Hours: 32

Internal Assessment: 50 Marks

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

Course Description

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

Course Objective

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

Learning outcomes

Upon completion of this course, students should be able to;

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

I: Overview of Banking Industries**L.H. 5**

Concept, Meaning of bank, Types of bank, Historical development Nepalese banking industry in Nepal, Structure and Size of banking industry in Nepal, Organizational structure of Nepalese banks, Major factors affecting banking industry in Nepal.

Unit II: Financial Statement and Evaluating of Bank performance**L.H. 6**

Concept of Uniform bank reporting system (UBRS) in Nepal, Balance sheet and income statements as per UBRS, the Return on the Equity model, Interpretation of financial ratios and the use of average balance sheet data; Managing risk and return;

Unit III: Managing Deposits and Loans**L.H. 6**

Concept of Deposits, Types of Deposits offered by Banks, Structure of noninterest income and noninterest expenses; Key ratio: net interest margin, efficiency ratio, operating risk ratio, productivity ratio; Concept of Loan, Types of Loan made by Banks, Regulation of Lending, Steps in the Lending Process, Sources of information about Loan Customers and Credit Analysis

Unit IV: Managing Interest Rate GAP and Earning Sensitivity**L.H. 5**

interest rates, Gap and Profitability, Incremental and Cumulative Gaps, Gap Analysis, managing interest rate risk with dollar gap, balance sheet adjustment, acceptable level of interest rate risk, aggressive vs defensive management of interest rate risk using dollar gap, problem of dollar gap management, Duration gap analysis, Interest rates, the duration gap and the value of equity, Defensive and Aggressive Duration Gap Management and Problems with Duration gap Management

Unit V: Liquidity and Funds Management**L.H. 5**

Concept and meaning of Liquidity, Estimating Liquidity Needs, Sources and Uses of Funds Method, Structure of Deposits Method, Funding and Market Liquidity Needs Funds, Liquidity Ratio: Loans/ Deposit, Loans / Non deposit Liabilities, Unencumbered Liquid assets/ non deposit Liabilities, Near cash assets/ large denomination Liabilities, Nepal Rastra Bank Directives on Liquidity Management

Unit VI: Capital Management of Commercial Bank**L.H. 5**

Objective of maintain bank capital, Risked –based capital standards (Basel II and III) Functions of bank capital, Measurement and adequacy of bank capital; the effects of bank capital

requirements on bank operating policies; and NRB directives regarding the capital of commercial banks.

Suggested Readings:

Gup, B. E. & Kolari, J. W., Commercial banking, The management of risk, Singapore: Jon Wiley & Sons (Asia) Pvt.Ltd.

Koch, T. W.& Macdonald, S.S. Bank management, New York: South Western Cengage Learning.

Rose, P.S. & Hudgins, S.C., Bank management and financial services, New York: Mc Graw-Hill Irwin



A handwritten signature in black ink, consisting of a large, stylized 'Q' or 'G' shape, followed by a long horizontal line extending to the right.



Rajarshi Janak University
Faculty of Management



Level: Master
Program: MBA
Course : Insurance and Risk Management (Elective)
Course Code: MBAE 562

Credit Hrs: 2
Year: Second
Semester: Fourth
Lecture Hours: 32

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

Course Description

This course provides an overview of problem of risk, relation of risk and society, technique of managing risk, risk management process, Insurance device as risk management tool, fundamentals insurance management, legal framework and principle of insurance, basics of life insurance management, non life insurance management, re-insurance management and regulation of Insurance.

Course Objective

The primary objective of this course is to develop student with a good understanding of the theoretical foundation of insurance and risk management. Students will also learn the basic conceptual analysis of risk management and insurance as risk management tool in financial markets. This course allows providing students updated on the latest discourse on practical issues and policies in the changing insurance industry. Students will be able to understand the role of insurance in risk management process.

Learning outcomes

Upon completion of this course, students should be able to;

- Describe risk and risk management to the society;
- Explain risk management and Insurance as risk management tool in financial markets;
- Analyze risk of society;
- Explain Legal framework and principle of insurance;
- Understanding basics life insurance management;
- Understanding Non-life insurance management;
- Understanding Re- insurance management



Course Contents:

I: Overview of risk to society

L.H. 5

Concept of risk, risk and uncertainty, risk distinguished with peril and hazard, classification of risk, types of pure risk, major personal risk, commercial risk, Liability risk, source of liability as tort, law of negligence, imputed negligence, risk in our society, techniques of managing risk.

Unit II: Risk Management

L.H. 6

History of risk management, meaning of risk management, objective of risk management, significance of risk management, risk management process, enterprise risk management, personal risk management, risk control, risk financing, risk management as business function, risk managements contribution to organization, Changing scope of Risk management.

Unit III: Legal Framework of Insurance

L.H.6

Insurance and law of contract, general requirement of enforceable contract, void and voidable agreement, characteristics of insurance contract, Principles of Insurance: Insurable Interest, Utmost good faith, Indemnity, Subrogation Proximate cause; Insurance policy: Basic part of policy, cover note, rider, endorsement, Journey from proposal form of issue of insurance policy. Society security Fund, Health insurance board Social insurance and Commercial Insurance, Insurance Board

Unit IV: Life Insurance Management

L.H. 5

Define Life insurance business, premature death, financial impact of premature death, amount of life insurance of own, types of life insurance, reason for saving with life insurance, rate of return and saving, shopping of life insurance, taxation of life insurance, Management of life insurance business, Insurance agent.

Unit V: Non-Life Insurance Management

L.H. 5

Property insurance, Liability insurance, pecuniary benefit insurance, Insurance management of Fire, Motor, Marine transit, Aviation, Contractors all risk, Machinery breakdown insurance, Miscellaneous, Agriculture insurance. Surveyor and Broker

Unit VI: Re- Insurance Business

L.H. 5

Concept of Re-insurance, reasons for re-insurance, retention, cession, retrocession, methods for re-insurance arrangement, merits and demerits of facultative method, proportional and non-proportional treaty, advantage and disadvantage of treaty method, Alternative of Re-insurance-Pool, co-insurance and its management.

Suggested Readings:

Rejdai, George E..(2004) *Principles of Risk management and Insurance*, Singapore: pearson Education

Mishra, M.N., (1998), *Insurance: Principles and Practice (1998)*, New Delhi: S. Chand & company Ltd.

Vaughan, E.J., & Vaughan, T. *Fundamentals of risk and insurance*, John Wiley & Sons.

Insurance Act 2019,

Insurance Regulation, 2019

Reinsurance directives, 2016

Health Insurance Act, 2017

Social Security Act, 2019

Concern Provision of Tax Laws

Directive issued by Insurance Board – Property insurance tariff, Motor insurance tariff 2019,

Marine Transit Insurance Tariff.

Agriculture insurance directive issued by insurance board

Investment directive issued by insurance board



Rajarshi Janak University
Faculty of Management



Level: Master

Program: MBA

Course: MBAE 563: Real Estate Management (Elective II)

Course Code: MBAE 563

Credit Hrs: 2

Year: Second

Semester: Fourth

Lecture Hours: 32

Internal Assessment: 50 Marks

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

Course Description

Real estate is one of Nepal's fastest-growing sectors, contributing significantly to urbanization, housing, infrastructure, tourism, commercial development, and investment. This course provides an applied understanding of the real estate industry by integrating property markets, land management, valuation, financing, construction business, legal frameworks, environmental sustainability, and project development.

The course emphasizes managerial decision-making in real estate investment, development, brokerage, project feasibility, and property management. Students will develop practical knowledge of Nepal's real estate market, regulatory environment, construction business practices, engineering contracts, and emerging trends in sustainable urban development.

Course Objectives

The course aims to enable students to:

- Understand the structure and operation of the real estate industry in Nepal.
- Analyze property markets and investment opportunities.
- Evaluate land, buildings, and development projects.
- Understand legal, environmental, and regulatory frameworks governing real estate.
- Apply financial and managerial tools in real estate development.
- Develop practical competencies in project planning, contracts, and property management.

Learning Outcomes

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

- Analyze Nepal's real estate market and development trends.
- Conduct basic property valuation and feasibility studies.
- Evaluate financing alternatives for real estate investment.
- Interpret legal and regulatory requirements affecting real estate development.
- Understand construction business strategies and engineering contracts.
- Recommend sustainable and ethical real estate management practices.

Unit 1: Real Estate Business and Construction Industry

L.H.6

- 1.1 Meaning, nature, and scope of real estate business
- 1.2 Structure of Nepal's real estate and construction industries
- 1.3 Construction business strategy and business growth
- 1.4 Stakeholders in real estate development
- 1.5 Factors affecting the real estate business environment (Economic, Political, Legal, Technological, Demographic, Environmental)
- 1.6 Industry competition and emerging business opportunities

Learning Outcome: Explain the role of real estate and construction industries in economic development and evaluate factors affecting business performance.

Unit 2: Land Administration, Laws, and Regulatory Environment

L.H.8

- 2.1 Land ownership and property rights
- 2.2 Land administration and registration system in Nepal
- 2.3 Land acquisition and transfer process
- 2.4 Land Use Act, Local Government Operation Act, Contract Act, Civil Code (selected provisions)
- 2.5 Building permits, zoning regulations, and municipal approval process
- 2.6 Ethical and legal compliance in real estate business

Learning Outcome: Interpret legal provisions governing land ownership, transfer, and property development in Nepal.

Unit 3: Real Estate Market Analysis, Valuation, and Investment

L.H.8

- 3.1 Real estate market characteristics
- 3.2 Demand and supply analysis
- 3.3 Factors influencing land and property prices
- 3.4 Property valuation methods (Market comparison, Income approach, Cost approach)
- 3.5 Investment analysis (ROI, Cash flow, Capital appreciation, Risk-return relationship)
- 3.6 Feasibility study for residential and commercial projects

Learning Outcome: Evaluate investment opportunities using valuation and feasibility techniques.

Unit 4: Environmental Sustainability and Urban Development

L.H.5

- 4.1 Environmental issues in real estate development
- 4.2 Climate change and sustainable construction
- 4.3 Environmental Impact Assessment (basic concepts)

4.4 Environment Protection Act 2076 and National Climate Change Policy (overview)

4.5 Green buildings and sustainable urban development

4.6 Affordable housing and smart cities

Learning Outcome: Assess environmental and sustainability issues affecting real estate projects.

Unit 5: Construction Contracts, Professional Practice, and Property Management L.H.5

5.1 Essentials of valid contracts

5.2 Types of engineering and construction contracts [Lump Sum, Unit Price, EPC, Turnkey, Design-Build, Cost Plus, PPP Models (BOOT, BOT)]

5.3 National Building Code (overview)

Learning Outcome: Apply contract management principles and professional ethics in real estate development and property management.

References

Brueggeman, W. B., & Fisher, J. D. (2022). *Real estate finance and investments* (17th ed.). McGraw Hill.

Cadman, D., & Topping, R. (1995). *Property development* (4th ed.). Routledge.
<https://doi.org/10.4324/9780203472293>

Department of Urban Development and Building Construction. (n.d.). *National Building Code of Nepal*.

Government of Nepal. (2017). *Local Government Operation Act, 2074 (2017)*.

Government of Nepal. (2019). *Environment Protection Act, 2076 (2019)*.

Government of Nepal. (2019). *Land Use Act, 2076 (2019)*.
<https://lawcommission.gov.np/en/?cat=44>

Kyle, R. C., & Baird, F. M. (2020). *Property management* (11th ed.). Dearborn Real Estate Education.

Ling, D. C., & Archer, W. R. (2022). *Real estate principles: A value approach* (6th ed.). McGraw Hill.

Ministry of Land Management, Cooperatives and Poverty Alleviation. (n.d.). *Land administration and land policy reports*.

Mishra, A. K. (2020). *Project management: Theory and practice from different countries*. DK International Research Foundation. <https://doi.org/10.5281/zenodo.4817542>

Mishra, A. K. (2022). *Global contract administration*. Intellectuals' Book Palace.
<https://doi.org/10.5281/zenodo.15108293>

Peiser, R., & Hamilton, D. (2017). *Professional real estate development: The ULI guide to the business* (3rd ed.). Urban Land Institute.

Roulac, S. E. (2001). *Real estate market analysis*. McGraw-Hill.



Rajarshi Janak University
Faculty of Management

Level: Master
Program: MBA
Course: Tourism and Hospitality Management (Elective)
Course Code: MBAE 564

Credit Hrs: 2
Year: Second
Semester: Fourth
Lecture Hours: 32

Internal Assessment: 50 Marks

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

Course Description

Tourism and hospitality are among Nepal's most important service industries, contributing significantly to employment, entrepreneurship, foreign exchange earnings, and regional development. Nepal's diverse tourism resources—including mountains, cultural heritage, pilgrimage destinations, wildlife, adventure tourism, and emerging destinations.

This course provides an applied understanding of tourism and hospitality management with emphasis on tourism enterprises, destination management, hospitality operations, customer experience, digital marketing, sustainable tourism, and tourism entrepreneurship. Students will develop practical managerial skills through case studies, field visits, destination analysis, and service improvement projects.

Course Objectives

The course aims to enable students to:

- Understand tourism and hospitality as service businesses.
- Analyze tourism markets and destination competitiveness.
- Apply hospitality service management and customer experience principles.
- Develop tourism marketing and destination branding strategies.
- Evaluate tourism business opportunities and sustainable development practices in Nepal.

Learning Outcomes

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

- Explain the structure and operation of tourism and hospitality industries.
- Analyze tourism products, destinations, and visitor experiences.
- Apply hospitality service quality and customer relationship management practices.
- Prepare destination marketing and tourism business development strategies.
- Evaluate sustainable tourism initiatives and emerging tourism opportunities in Nepal.



Unit 1: Tourism and Hospitality Business in Nepal

LH.6

- 1.1 Tourism and hospitality as service industries
- 1.2 Structure of Nepal's tourism industry
- 1.3 Types of tourism (Adventure, Cultural, Religious, Eco-tourism, Rural, Business tourism)
- 1.4 Tourism value chain and stakeholders
- 1.5 Tourism resources and emerging destinations (Himalayan Region, Lumbini, Kathmandu Valley, Madhesh Province, Cross-border tourism with India)
- 1.6 Contribution of tourism to economic development and employment

Practical Exercise: Destination competitiveness analysis.

Unit 2: Hospitality Operations and Customer Experience Management

L.H.7

- 2.1 Hospitality operations (Hotels, Resorts, Restaurants, Homestays, Travel agencies,
- 2.2 Customer experience management
- 2.3 Service quality and service recovery
- 2.4 Service blueprinting
- 2.5 Customer relationship management (CRM)
- 2.6 Hospitality leadership and teamwork
- 2.7 Customer service in aviation and tourism (Passenger experience, Airport customer service, Airline service quality, Service integration across the tourism journey)

Practical Activities

- Guest journey mapping
- Customer complaint handling
- Service quality audit

Unit 3: Tourism Marketing, Aviation Marketing, and Destination Branding

L.H.7

- 3.1 Tourism marketing fundamentals
- 3.2 Destination branding
- 3.3 Tourism market segmentation
- 3.4 Aviation marketing strategies
- 3.5 Airline branding and destination promotion
- 3.6 Tourism promotion through airline partnerships
- 3.7 Digital marketing [Social media marketing, Online Travel Agencies (OTAs), Search engine marketing, Mobile marketing, Influencer marketing]
- 3.8 Pricing strategies in tourism and air travel



Case Studies

- Nepal Tourism Board campaigns
- Buddha Air and Yeti Airlines promotional strategies
- Visit Nepal campaigns

Practical Exercise

- Prepare a digital marketing campaign for a tourism destination.

Unit 4: Tourism Entrepreneurship, Technology, and Business Development

L.H.6

- 4.1 Tourism entrepreneurship
- 4.2 Tourism business models
- 4.3 Business planning
- 4.4 Revenue management
- 4.5 Digital transformation in tourism
- 4.6 Tourism information systems
- 4.7 Reservation systems and online booking platforms
- 4.8 Data analytics for tourism decision-making
- 4.9 Tourism demand and passenger forecasting

Practical Exercise

Develop a business plan using digital tourism platforms and demand forecasting.

Unit 5: Sustainable Tourism, Policy, and Future Trends

L.H.6

- 5.1 Sustainable tourism
- 5.2 Responsible tourism
- 5.3 Government tourism policy
- 5.4 Climate change and tourism
- 5.5 Aviation's contribution to tourism development
- 5.6 Impact of global events (Pandemics, Natural disasters, Political instability, Fuel price fluctuations)
- 5.7 Smart tourism and future trends (AI in tourism, Contactless services, Smart destinations, Digital visitor experience)

Capstone Case

Develop a sustainable tourism strategy for a selected destination considering aviation connectivity, digital marketing, and visitor experience.



Suggested References

Core Textbooks

Books

Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2022). *Tourism: Principles and practice* (7th ed.). Pearson.

Goeldner, C. R., & Ritchie, J. R. B. (2021). *Tourism: Principles, practices, philosophies* (13th ed.). John Wiley & Sons.

Government and Organizational Publications

Government of Madhesh Province, Ministry of Industry, Commerce and Tourism. (n.d.). *Tourism and investment opportunities in Madhesh Province*. <https://moict.p2.gov.np/>

Kotler, P., Bowen, J. T., Baloglu, S., & Makens, J. C. (2022). *Marketing for hospitality and tourism* (8th ed.). Pearson.

Ministry of Culture, Tourism and Civil Aviation. (n.d.). *Tourism policy of Nepal*. Government of Nepal.

Mishra, A. K., & Mishra, S. (2024). *Dining decisions: Exploring customer loyalty in the restaurant business of Nepal and the transformation of food and grocery retail in India*. Intellectuals' Book Palace.

Mishra, A. K., & Mishra, S. (2024). *Revitalizing tourism: Strategies for sustainable growth and development*. Intellectuals' Book Palace.

Morrison, A. M. (2023). *Marketing and managing tourism destinations* (3rd ed.). Routledge.

Nepal Tourism Board. (n.d.). *Annual reports*.

Nepal Tourism Board. (n.d.). *Tourism statistics*.

Marketing Specialization



Rajarshi Janak University
Faculty of Management



Level: Master
Program: MBA
Course: **Service Marketing**
Course Code: MBAM-581
Nature Of Course: Specialization Marketing

Credit Hrs: 2
Year: Second
Semester: Fourth
Lecture Hours: 32

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

Course Introduction

Service Marketing is a specialized branch of marketing that focuses on the unique challenges and strategies involved in promoting and delivering intangible offerings. Unlike product marketing, service marketing emphasizes customer experience, relationship building, and the management of people, processes, and physical evidence. This course equips students with theoretical frameworks and practical tools to design, deliver, and manage high-quality services across sectors (healthcare, hospitality, finance, e-services, education).

Course Objectives

The course aims to enable students to:

- Explain the distinctive characteristics of services and their implications for marketing strategy.
- Analyze consumer behavior in service settings (expectations, satisfaction, loyalty).
- Apply the extended marketing mix (9Ps) to design and deliver effective service offerings.
- Measure and manage service quality using tools such as SERVQUAL and the GAP Model.
- Develop strategies for managing service personnel, processes, pricing, distribution, and physical evidence.
- Evaluate emerging trends and technologies shaping service innovation in Indian, Nepali, and global contexts.

Learning Outcomes

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

- Differentiate services from goods and classify service types and business models.

- Use service blueprinting to design customer journeys and identify failure points.
- Apply SERVQUAL and GAP Model to diagnose service quality gaps and propose improvements.
- Formulate a 7Ps-based marketing plan for a service firm (including people and process interventions).
- Design complaint-handling and service-recovery procedures and calculate their business impact.
- Assess digital and multi-channel distribution strategies for services (e.g., e-services, mobile).
- Critically evaluate ethical and sustainability issues in service marketing (greenwashing, consumer privacy).

Course Contents

Unit 1: Foundation of Services Marketing

L.H. 8

- Concept, nature, and characteristics: intangibility, inseparability, perishability, variability
- Classification: pure vs mixed services; people- vs object-based services
- Growth of services sector: national (Nepal/India) and global scenarios
- Strategic aspects: segmentation, targeting, positioning, relationship marketing

Unit 2: Services Marketing Mix and Distribution Strategies

L.H. 10

- Extended marketing mix (9Ps): product/service design, price, place, promotion, people, process, physical evidence, Packaging, and Payment
- Service design and blueprinting
- Distribution challenges and omni/multi-channel strategies
- Personal selling, advertising, and sales promotion in services
- Service quality measurement: SERVQUAL and GAP Model
- Complaint handling and service recovery

Unit 3: Consumer Behaviour in Services

L.H. 4

- Decision-making process for services, perceived risk and involvement
- Managing customer expectations, moments of truth and service encounters
- Service failure and recovery strategies; loyalty and retention metrics

Role-play simulation: service encounter scenarios (frontline employee, dissatisfied customer, manager) to practice recovery scripts.

Unit 4: Services in Organized Retailing and Emerging Sectors

L.H. 5

- Sector-specific marketing: healthcare, e-services, BPO/KPO, financial services (mutual funds, portfolio services)
- Education, hospitality, day-care, and other experiential services
- Technology-enabled services: e-learning, telemedicine, platform services

Unit 5: Some Emerging Concepts of Marketing

L.H. 5

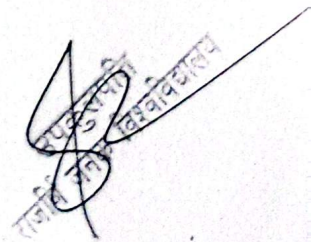
- Relationship marketing, interactive marketing, service personalization
- Green marketing vs greenwashing in services
- Influencer marketing and digital service promotion trends
- Service innovation and ethical/privacy concerns

Suggested Resources

- Lovelock, C., & Wirtz, J. *Services Marketing: People, Technology, Strategy*. Pearson (latest edition).
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. *Services Marketing: Integrating Customer Focus Across the Firm*. McGraw-Hill (latest edition).
- Venugopal, V. *Services Marketing*. Himalaya Publishing House.
- Karunakaran, K. *Services Marketing (with Indian Cases)*. Himalaya Publishing House.
- Shanker, R. *Services Marketing*. Excel Books.
- Hiremath, Saroj. *Services Marketing – Reference Book*. Success Publications, 2016.
- Wirtz, J. et al. *Essentials of Services Marketing*. Pearson India.
- Mishra, A. K., & Mishra, S. *The Transformation of Bank Marketing Through Social Media Technologies*.
- Mishra, A. K. (2023). *Reconstructing Celebrity Endorsement: Unveiling New Operations in Marketing and Consumer Behavior*. QTanalytics Publication (Books), 1–179. Retrieved from <https://qtanalytics.in/publications/index.php/books/article/view/422>

Nepal and International Context References

Nepal-specific:



- Case and reports from Nepali banks on branch transformation and digital banking initiatives.
- Health sector reports on telemedicine and patient satisfaction in Nepal.
- Tourism and hospitality reports from Nepal Tourism Board on service quality and standards.
- Studies on organized retail growth and service delivery challenges in Nepal.

Indian and regional:

- Indian service-sector case studies (hospital chains, banks, e-commerce platforms).
- RBI/SEBI guidelines relevant to financial services marketing and consumer protection.

International:

- Research and frameworks from GRI or ISO standards applicable to service quality and customer data privacy.
- Benchmark cases: Amazon/Alibaba customer service design, Uber/Airbnb platform service governance.





Rajarshi Janak University
Faculty of Management



Level: Master
Program: MBA
Course: **Digital and Social Media Marketing**
Course Code: MBAM-582
Nature Of Course: Specialization Marketing

Credit Hrs: 2
Year: Second
Semester: Fourth
Lecture Hours: 32

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

Course Introduction

Digital and Social Media Marketing is a dynamic and rapidly evolving field that leverages digital channels, platforms, and technologies to create, communicate, deliver, and exchange value with customers and stakeholders. This course introduces students to strategic digital tools and social platforms for building brand awareness, engaging customers, and driving business outcomes. It integrates digital-first approaches with traditional marketing thinking and emphasizes analytics, creative content, campaign planning, and ethical use of data.

Course Objectives

The course aims to enable students to:

- Explain the digital marketing ecosystem and the strategic role of digital channels in business.
- Compare major social media platforms, their audiences, and suitable content strategies.
- Demonstrate core techniques of SEO, SEM/PPC, and digital display advertising.
- Design integrated digital campaigns using the POEM (Paid, Owned, Earned Media) framework.
- Measure campaign performance using web analytics and KPIs; optimize using data-driven insights.
- Explore mobile marketing, influencer strategies, and emerging technologies (AI, voice, AR/VR).
- Identify ethical and legal issues in digital marketing (privacy, data protection, transparency).

Learning Outcomes

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

- Articulate differences between traditional and digital marketing and identify drivers of digital adoption.
- Develop a digital marketing plan aligned to organizational objectives and target audiences.
- Create platform-specific social media strategies for Facebook, Instagram, LinkedIn, X (Twitter) and short-form video platforms.
- Execute basic SEO and SEM tasks: keyword research, on-page optimization, and creating PPC campaigns.
- Design content marketing assets (blogs, videos, infographics) and map them to the customer funnel.
- Use Google Analytics (or equivalent) to track traffic, conversions, and campaign ROI and prepare performance reports.
- Evaluate influencer and celebrity endorsement models and apply selection/measurement frameworks ethically.
- Recognize legal/regulatory requirements and ethical constraints for data use and targeted advertising.

Course Contents

Unit 1: Introduction to Digital Marketing

L.H. 6

- Evolution of digital marketing; role of the internet in business
- Traditional vs digital marketing; drivers of the new marketing environment
- POEM framework (Paid, Owned, Earned Media)
- Role of Websites for Business
- Digital marketing plan development

Unit 2: Social Media Marketing

L.H. 12

- Use of Social Media Platforms for Marketing
- Facebook Marketing: Pages, Ads, Insights
- Instagram Marketing: Content Strategy, Stories, Reels, Ads



- LinkedIn Marketing: B2B Strategies, Sponsored Content
- Twitter (X) Marketing: Real-Time Engagement, Promoted Tweets
- Mobile Marketing: SMS, Apps, Location-Based Marketing
- Social Media Content Creation and Curation
- Community Management and Engagement Strategies

Crisis simulation (role-play): Manage a social media backlash scenario and draft a rapid response plan.

Unit 3: Digital Advertising

L.H. 6

- SEM (Search Engine Marketing), SEO (Search Engine Optimization), PPC (Pay-per-click)
- SMM (Social Media Marketing), Content Marketing, Email Marketing, Influencer/Affiliate Marketing
- Viral Marketing, Radio Advertising, Television Advertising, Mobile Advertising, Meme marketing

Content creation workshop: Produce a short video/Reel, a blog post with on-page SEO, and an email marketing drip sample.

Unit 4: Emerging Trends and Ethical Considerations

L.H. 8

- Models of Celebrity Endorsements, Q Ratings, Product Match-up Hypothesis, Meaning Transfer Model, The TEARS Model, The No TEARS Model, The FRED Principle, The VisCAP Model
- Content Marketing: Blogs, Videos, Podcasts, Infographics
- Email Marketing: Automation, Segmentation, Personalization
- Video Marketing: YouTube, TikTok, Short-Form Content
- Ethical Considerations in Digital Marketing: Privacy, Data Protection, Transparency
- Future Trends: AI in Marketing, Voice Search, AR/VR Experiences

Suggested Resources

1. Chaffey, Dave & Ellis-Chadwick, Fiona. *Digital Marketing*. Pearson Education, latest edition.
2. Kingsnorth, Simon. *Digital Marketing Strategy: An Integrated Approach to Online Marketing*. Kogan Page, latest edition.

3. **Tuten, Tracy L.** *Social Media Marketing*. Pearson Education, latest edition.
4. **Solis, Brian.** *The End of Business as Usual: Rewire the Way You Work to Succeed in the Consumer Revolution*. Wiley, latest edition.
5. **Mishra, A. K.** (2023). *Reconstructing Celebrity Endorsement: Unveiling New Operations in Marketing and Consumer Behavior*. QTanalytics Publication (Books), 1–179. Retrieved from <https://qtanalytics.in/publications/index.php/books/article/view/422>
6. **Godin, Seth.** *Permission Marketing: Turning Strangers into Friends and Friends into Customers*. Wiley, latest edition.
7. **Handley, Ann & Chapman, C.C.** *Content Rules: How to Create Killer Blog Content, Podcasts, Videos, eBooks, Webinars (and More) That Engage Customers and Ignite Your Business*. Wiley, latest edition.
8. **Scott, David Meerman.** *The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly*. McGraw-Hill, latest edition.
9. **Zarrella, Dan.** *The Social Media Marketing Book*. O'Reilly Media, latest edition.

National and International Context

- Case studies and reports from Nepali banks, telecom operators (e.g., NTC/ Ncell campaigns), tourism promotion by Nepal Tourism Board, and Nepali e-commerce startups.
- Indian regulatory and industry guidelines for advertising, influencer disclosures and digital payments.
- Case studies from major Indian platforms and brands (Flipkart, Paytm, Swiggy) for regional relevance.
- Platform resources and certifications: Google Analytics Academy, Google Ads, Meta Blueprint, HubSpot Academy.



Rajarshi Janak University
Faculty of Management

Level: Master
Program: MBA
Course: **Customer Relationship Management**
Course Code: MBAM-583
Nature Of Course: Specialization Marketing

Credit Hrs: 2
Year: Second
Semester: Fourth
Lecture Hours: 32

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

Course Introduction

Customer Relationship Management (CRM) is a strategic, organization-wide approach to acquiring, retaining, and growing profitable customer relationships by using people, processes, and technology. This course covers CRM concepts, customer lifecycle and value, analytics and technology (operational, analytical, collaborative CRM), and implementation challenges. Students learn to design CRM strategies, apply analytics for customer insights, and evaluate CRM systems in consumer and B2B settings, with emphasis on practical tools and Nepali/regional examples.

Course Objectives

The course aims to enable students to:

- Explain the concept, historical evolution, components, and strategic significance of CRM.
- Analyse customer behaviour, segmentation, customer lifetime value (CLV), and the customer lifecycle to guide relationship strategies.
- Describe CRM architecture and tools (operational, analytical, collaborative) and assess CRM software options.
- Design CRM processes integrated with sales, marketing, and service functions.
- Apply data-driven techniques (data warehousing, data mining, analytics) for customer insight and decision-making.
- Identify implementation challenges, ethical/legal issues, and managerial actions to ensure successful CRM adoption.

Learning Outcomes

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

- Define CRM and its benefits to stakeholders and evaluate CRM's strategic role in firms.
- Segment customers and computing/interpret Customer Lifetime Value to priorities resources.
- Map the customer lifecycle and design targeted acquisition, retention, and development tactics.
- Distinguish operational, analytical, and collaborative CRM functions and evaluate CRM software fit (Salesforce, HubSpot, Zoho, local solutions).
- Build simple analytics workflows: data collection, cleaning, basic customer analytics (RFM, churn prediction basics).
- Prepare a CRM implementation plan addressing integration, change management, KPIs, and ROI estimation.
- Assess ethical and legal issues in CRM (data privacy, consent, profiling) and propose compliance measures.

Course Contents

Unit 1: Introduction to CRM

L.H. 6

- Concepts, Evolution, Need, understanding goals and objectives of CRM
- Components of CRM, Benefits, CRM as a strategic marketing tool
- CRM significance to the stakeholders
- CRM Applications in Consumer and Business Markets
- CRM Issues & Problems

Unit 2: Building Customer Relations

L.H. 6

- Customer behaviour, segmentation, and profiling
- Customer lifetime value (CLV): concepts and simple calculations
- Customer lifecycle management: acquisition, retention, development
- Loyalty programmes and relationship metrics

Unit 3: CRM Technology and Tools

L.H. 7

- Operational, analytical, and collaborative CRM explained
- CRM software ecosystems and automation systems
- Data collection, data warehousing, ETL basics, and reporting
- Data mining techniques for CRM (RFM, clustering, basic churn modelling)

- Dashboards and KPI selection (retention rate, ARPU, churn, CLV)

Unit 4: CRM Implementation

L.H. 6

- Stages and steps in CRM implementation: strategy, vendor selection, pilot, rollout
- Integration with sales, marketing automation, service desks and legacy systems
- Data governance, change management, training, and adoption strategies
- Measuring ROI and continuous improvement
- Challenges in CRM adoption (silos, data quality, cultural resistance)

Implementation role-play (simulation): project team, IT vendor, sales head, and compliance officer negotiate scope, timelines and KPIs for a pilot rollout.

Unit 5: CRM Practice

L.H. 7

- Industry case studies across sectors: banking, telecom, retail, tourism, e-commerce
- Ethical, legal, and psychological issues in CRM (privacy, profiling, consent, ego/psychology in personalization)
- CRM metrics, audits and best practices
- Emerging CRM trends: AI-driven personalization, chatbots, conversational CRM, omnichannel orchestration

Suggested Resources

1. Sheth, Jagdish N., Parvatiyar, Atul & Shainesh, G. *Customer Relationship Management: Emerging Concepts, Tools and Applications*. Tata McGraw-Hill.
2. Buttle, Francis & Maklan, Stan. *Customer Relationship Management: Concepts and Technologies*. Routledge.
3. Kumar, V. & Reinartz, Werner J. *Customer Relationship Management: Concept, Strategy, and Tools*. Springer.
4. Anderson, Kristin & Kerr, Carol. *Customer Relationship Management*. McGraw-Hill.
5. Rai, Alok Kumar. *Customer Relationship Management: Concepts and Cases*. PHI Learning.
6. Sheth, Jagdish N., Parvatiyar, Atul & Shainesh, G. *Customer Relationship Management: Emerging Concepts, Tools and Applications*. Macmillan, 2005.
7. Buttle, Francis. *Customer Relationship Management: Concepts and Technologies, 2nd Edition*. Routledge, 2013.
8. Rastogi, Ekta. *Customer Relationship Management: Text and Cases*. Excel Books, 2011.

9. **Zikmund.** *Customer Relationship Management.* Wiley, 2012.
10. **Greenberg, Paul.** *CRM at the Speed of Light, 4th Edition.* TMH, 2009.
11. **Jha, Lakshman.** *Customer Relationship Management: A Strategic Approach.* Global India Pvt Ltd, 2008.

Nepal and International Context

- Case studies from Nepali banks, telecom operators (Ncell, NTC), and e-commerce startups on CRM-driven campaigns.
- Regulatory context: Nepal's electronic transactions and consumer protection guidance (applicable data/privacy notes).
- Industry reports from Nepalese banking association and telecom regulators on customer retention and digital service adoption.
- Vendor resources and global best practices (Sales force, Microsoft Dynamics).
- Standards and guidance on data governance and privacy (GDPR as benchmark), ISO standards relevant to data management.
- Global case studies from leading firms implementing AI-driven CRM and Omni channel orchestration.



Rajarshi Janak University
Faculty of Management

Level: Master

Program: MBA

Course: **Applied Marketing Research**

Course Code: MBAM 584

Area of Study: Marketing Specialization



Credit Hrs: 2

Year: Second

Semester: Fourth

Lecture Hours: 32

Internal Assessment: 50 Marks

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

Course Description

This course develops students' knowledge and practical skills in designing and conducting marketing research for managerial decision-making. It covers the entire marketing research process from problem identification to research design, sampling, questionnaire development, data collection, analysis, interpretation, report writing, and managerial recommendations. The course emphasizes the application of marketing research in consumer behavior, product development, branding, pricing, customer satisfaction, digital marketing, and strategic marketing decisions using contemporary analytical tools and real business cases from Nepal and international markets.

Course Objectives

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

- Explain the role of marketing research in managerial decision-making.
- Identify marketing problems and formulate research objectives.
- Design appropriate marketing research studies.
- Develop reliable questionnaires and sampling plans.
- Apply qualitative and quantitative research techniques.
- Analyze marketing data using statistical software.
- Interpret research findings for marketing strategy formulation.
- Prepare professional marketing research reports.
- Apply ethical principles in marketing research.
- Conduct marketing research in Nepalese business organizations.



Learning Outcomes

After completing the course, students will be able to:

- Design complete marketing research projects.
- Develop research instruments for marketing studies.
- Apply sampling techniques appropriately.
- Analyze customer and market data.
- Conduct consumer satisfaction studies.
- Present evidence-based marketing recommendations.
- Evaluate marketing decisions using research findings.

Course Contents

Chapter 1: Introduction to Applied Marketing Research

LH 6

- Marketing Research: Meaning and concept of marketing research
- Nature, Scope and characteristics
- Importance in managerial decision-making
- Evolution of marketing research
- Marketing Information System (MIS)
- Marketing Intelligence System
- Marketing Decision Support System (MDSS)
- Marketing research versus business research
- Marketing research process
- Applications in Nepalese business organizations
- Types of Marketing Research: Exploratory research, Descriptive research, Causal research, Predictive research, Qualitative research, Quantitative research and Applied versus basic research

Chapter 2: Marketing Research Design and Data Collection

LH 8

- Problem identification
- Management decision problem
- Marketing research problem
- Research objectives, Research questions and Hypothesis development

- Conceptual framework
- Research Design: Exploratory design, Descriptive design, Experimental design, Cross-sectional design and Longitudinal design
- Primary Data: Survey method, Observation, Focus group discussion, Depth interview, Experiment and Online surveys
- Secondary Data: Internal sources, Government publications, Industry reports, Academic journals and Digital databases
- Questionnaire Design: Principles, Types of questions, Scaling techniques, Questionnaire structure, Pilot testing, Reliability and Validity

Chapter 3: Sampling Design and Data Analysis

LH 8

- Sampling: Meaning and Importance
- Census versus sample
- Sampling process
- Sampling frame
- Sample size determination
- Types of Sampling Techniques: Probability Sampling and Non-probability
- Data Preparation: Editing, Coding, Data entry, Data cleaning and Missing value treatment
- Data Analysis: Concept and Meaning
- Descriptive Statistics: Frequency, Mean, Median, Mode and Standard deviation
- Inferential Statistics: Correlation, Regression, t-test, Chi-square and ANOVA
- Marketing Analytics: Customer segmentation, Market basket analysis, Customer satisfaction analysis, Brand image analysis and Market potential estimation

Chapter 4: Applications of Marketing Research

LH 5

- Consumer Research: Consumer satisfaction, Customer experience, Buying behaviour, Brand loyalty and Customer retention
- Product Research: Concept testing, Product testing, Packaging research and Product positioning

उपकल्पित
राजसि जूक विमोचिनालय

- Digital Marketing Research: Website analytics, Social media analytics, Online consumer behaviour and Sentiment analysis

Chapter 5: Marketing Research Reporting and Contemporary Issues

LH 5

Research Report Writing

- Structure of report: Executive summary, Introduction, Literature Review, Research Methodology, Interpretation of findings, Conclusions, Recommendations, Presentation of results and Data visualization
- Ethics in Marketing Research: Informed consent, Confidentiality, Privacy, Data security, AI ethics and Research misconduct
- Emerging Trends: Big data, Artificial Intelligence in marketing research, Predictive analytics, Customer analytics, Mobile research, Neuromarketing, Eye-tracking research, Real-time dashboards and Marketing research in Nepal

Recommended Textbooks

- Malhotra, N. K. (2024). *Marketing Research: An Applied Orientation* (8th ed.). Pearson.
- Burns, A. C., & Bush, R. F. (2023). *Marketing Research* (9th ed.). Pearson.
- Churchill, G. A., Brown, T. J., & Suter, T. A. (2022). *Basic Marketing Research* (10th ed.). Cengage.
- Cooper, D. R., & Schindler, P. S. (2023). *Business Research Methods* (14th ed.). McGraw-Hill.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2022). *Multivariate Data Analysis* (9th ed.). Cengage.
- Aaker, D. A., Kumar, V., & Day, G. S. (2021). *Marketing Research*. Wiley.

Finance Specialization



Rajarshi Janak University
Faculty of Management



Level: Master

Program: MBA

Course Title: **Financial institutions and markets**

Course Code: MBAF 581

Area of Study: Finance Specialization

Credit Hrs: 2

Year: Second

Semester: Fourth

Lecture Hours: 32

Internal Assessment: 50 Marks

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

Course description

This course provides an overview of the financial institutions and markets with a special emphasis on commercial banking industry, mutual funds, pension funds, insurance companies, security dealer, broker and financial markets,- money and capital markets.

Course objectives

The main objective of this course is to provide a conceptual framework of current issues in managing financial institutions and their risks. The course basically aims at imparting conceptual and analytical skills to the students on the issues relating to management of financial institutions . Develop the ability to apply financial market concept to real world financial decisions

Learning objectives

Understand the meaning and importance of financial institutions and markets.

Explain the functions and roles of financial institutions

Identify the different types of financial institutions.

Understand the structure and types of financial markets (money markets and capital markets).

Analyze the relationship between financial institutions, financial markets and economic development.

Develop the ability to apply financial market concept to real world financial decisions.

Course Details

Unit-1 Introduction

LH 5

An Overview of Financial Institutions, Economic Functions Performed by Financial Institutions, Role of Financial Institutions in the Financial System as a whole, Types and Growth of Financial

Institutions in Nepal, Structure of financial markets, Relationship between financial institutions and financial markets and economic development.

Unit- 2 Commercial Banks

LH 8

Functions of commercial banks, bank performance analysis, regulation of commercial banks including NRB directives with references to Basel II and III; CAMELS as off site and on site supervision.

Unit-3 Mutual funds, Security brokers and Dealers

LH 5

Mutual funds: structure of mutual funds , classification of mutual funds by objectives, fee structure of mutual funds, mutual fund industry in Nepal, overview of investment banker, functions of investment banker, security broker and dealer, regulation and regulatory body in Nepal.

Unit-4 Insurance company and Pension funds

LH 5

Insurance companies, fundamentals of insurance, types of insurance-life insurance, health insurance companies, property and casualty insurance, pension funds: types of pensions; private and public pension plan; social security fund. Challenges of social security fund in Nepal.

Unit - 5 Money Markets

LH 5

Purpose of money markets, participants, money market instruments: treasury bills, federal funds. Repurchase agreements, negotiable certificate of deposit, commercial paper, cost calculation comparison and analysis.

Unit-6 Capital Markets

LH 4

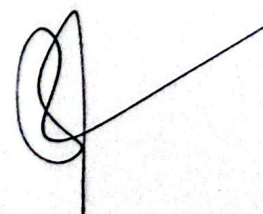
Purpose of capital market, participants, capital market instruments: bonds and types, treasury notes and bonds, municipal bonds, corporate bonds, yield calculation of bond, investing in stock, stock valuation

References

Mishkin, F. S. & Eakins, S.G. Financial markets and institutions Delhi: Dorling Kindersely.

Saunders, A. & Marcia M. C. financial markets and institutions. New Delhi: McGraw-Hill Education(india) Pvt.Ltd.

Rose,P.S. & Marquis,M.H. Money and Capital markets: Financial institutions and Instruments in a global marketplace. New York: McGraw-Hill Irwin.





Rajarshi Janak University
Faculty of Management

Level: Master

Program: MBA

Course Title: **Financial derivatives, Futures and Options**

Course Code: MBAF 582

Area of Study: Finance Specialization

Credit Hrs: 2

Year: Second

Semester: Fourth

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 new and growing derivative market markets .It explores the key concepts, theories and practical examples, trading procedures of derivatives markets. They are organized in five units. The major topics covered in this course are : derivatives and its types, forward and future markets , option markets and strategies, option pricing model and swaps.

Course objectives

The aim of this course is to familiarize students with different types of financial derivatives instruments. It enables the students to understand principles and mechanics of financial derivatives markets and the techniques of financial risk management and their application in real life business situations.

Learning objectives

- Explain the concepts of derivatives securities and role of derivative markets.
- Learn and compare the different types of derivative instruments.
- Trading mechanics of future markets, option markets.
- Apply the option pricing valuation model.
- Evaluate the risks to which the fund is exposed.
- Decide which risks are acceptable and which will be hedged.
- Develop strategies to hedge the unacceptable risks.
- Use the concept of swaps in business.

Course details

Unit-1: Introduction

LH 4

Financial derivatives: concept, features, type; Role of derivative markets, participants in derivatives markets, derivatives markets in Nepal

Unit-2 Structure of forward and future markets

LH 6

Concept of future and forward contract, forward Vs future markets, types of future contracts, mechanics of future trading, margin operation and daily settlement, way for closing, concept of hedging, fundamentals of hedging,

Unit- 3 Option markets and strategies

LH 7

Concept and features of option, types of option, valuation of option, determination of profit and loss to buyer and seller, option price quotation, option strategies: covered call, protective put, option combinations, option spreads.

Unit-4 Option pricing models

LH 10

Binomial option pricing model (one period and two period), Mispriced option, Black schools option pricing model, Impact of changes in variables in option prices.

Unit-5 swaps

LH 5

Structure of interest rate swap, Pricing and valuation of interest rate swap, Structure of currency swap, pricing and valuation of interest rate swap.

References

Chance, D.M. and Brooks, R. Derivatives and Risk Management .new delhi: cengage learning india pvt.Ltd.

Hull, j.c. and Basu, S. Options, futures , and other Derivatives new delhi: Dorling Kindersely india Pvt Ltd.

Jhabindra, P. Derivarives and Risk Management, Kathmandu Asmita books publishers & distributors (p) ltd.

उपकुलपति
राजर्षि ज्ञान विश्वविद्यालय



Rajarshi Janak University Faculty of Management

Level: Master

Program: MBA

Course Title: **Capital markets and Behavioral finance**

Course Code: MBAF 584

Area of Study: Finance Specialization

Credit Hrs: 2

Year: Second

Semester: Fourth

Lecture Hours: 32

Internal Assessment: 50 Marks

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

Course description

This course deals with the structure of financial markets both in Nepal as well as global perspective, the primary market, secondary market, trading mechanism, of stock, stock market related regulations and directives. The course also includes developing investment strategies as a value and growth investor considering behavioral finance and using fundamental and technical analysis and being aware of financial bubbles and crises. This course is designed from an investor's and portfolio manager's perspective focusing on the investment decision. The emphasis is on developing skills, competencies, techniques and knowledge of students related to successfully understanding and managing investment funds

Course objectives

This course aims to help the students to acquire in-depth knowledge of the theory and practical approaches of capital and stock market operations. The purpose of this course is to expose students with an understanding of the concept and principles of capital and stock market together with a knowledge of the analytical techniques for developing skills in their application required for making investment decisions

Learning objectives

Understand the structure, functions, and importance of capital markets.

Evaluate investment opportunities using fundamental and technical analysis.

Explain the concepts and principles of behavioural finance.

Identify common behavioural biases (such as overconfidence, loss aversion, herd behavior and anchoring) that influence investor's decisions.

Analyse the impact of investor psychology on asset prices and market efficiency.

Course Details

Unit 1: Introduction of Capital Markets

LH 5

Concept of capital markets and money markets; Capital market instruments; Primary and secondary markets; Stock exchanges, NEPSE, CDSCL and their objectives; Securities related laws and guidelines; OTC market; Trading mechanics: transaction costs, price limit, stock market indicators and mutual funds.

Unit 2: Security markets and investment analysis

LH 5

Types of market efficiency; Efficient market hypothesis: theoretical and empirical foundations, limit to arbitrage and empirical evidences on efficient market hypothesis, security issuance and trading process, fundamentals and technical analysis.

Unit 3: Financial Anomalies

LH 4

Fundamental anomalies: capitalization effect, price to book, dividend yield and price to earnings Technical anomalies: Charts analysis (Resistance and support, Moving averages, Relative strength index, MACD, Price action); and Calendar anomalies: January effect, week-end effect, holiday effect, turn-of-the-year effect, festival effect and monthly effect.

Unit 4: Introduction to Behavioural Finance

LH 10

Introduction of behavioral finance; prospect theory; Cognitive and emotional biases; Biases: optimism; overconfidence; confirmation and illusion of control; Heuristics: representativeness, availability, anchoring and adjustment and interacting phenomena; and Framing effects: attitudes towards risk and loss, aversion to a sure loss and narrow framing bias.

Unit 5: Behavioural Investing

LH 4

Value investing vs. growth investing strategies and behavioural finance; Behavioural obstacles for pursuing value strategies; Behavioural characters for pursuing growth strategies; Things to consider in behavioural investing.

Unit 6: Applications of behavioural finance

LH 4

Behavioural portfolio management, behavioural corporate finance, behavioural aspects of financial crisis, behavioural investment strategies.

References

Fabozzi, F. J. & Modigliani, F. Capital Markets: Institutions and Instruments. New Delhi: PHI Learning Private Limited

Pompian, M. M. Behavioural Finance and Wealth Management. New York

Wiley Shleifer, A. Inefficient markets: An Introduction to Behavioral Finance. New York:
Oxford University Press

Parikh, P. Value Investing and Behavioral Finance. New Delhi: Tata McGraw Hill Education
Private Limited



Rajarshi Janak University
Faculty of Management



Level: Master

Program: MBA

Course Title: **International financial management**

Course Code: MBAF 584

Area of Study: Finance Specialization

Credit Hrs: 2

Year: Second

Semester: Fourth

Lecture Hours: 32

Internal Assessment: 50 Marks

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

This course provides an overview of globalization, multinational enterprises and foreign exchange and investment. The major topics covered in this course are globalization and multinational firm, balance of payments, foreign exchange markets, determination of exchange rates. It further address foreign cost of capital and capital budgeting, working capital management and internationally portfolio management.

Course objectives

The main objective of this course is to provide an understanding of the framework of financial decision making in international context. The course also intends to evaluate the projects internationally and to introduce various risks and management strategies associated with international finance.

Learning objectives

Understand the concepts and scope of international financial management.

Learn how the international financial system and foreign exchange market work.

Analyze exchange rate determination and currency fluctuations.

Evaluate international investment and financing techniques.

Learn multinational cost of capital and capital budgeting.

Analyze international working

Course details

Unit-1 Globalization and multinational firm

LH 3

Globalization and international business, major trend in globalization in world economy, reasons for going global, globalization process, difference between multinational and domestic financial management.

Unit-2 Balance of payments

LH 4

Balance of payments importance and accounting methods, balance of payments trends in Nepal and major countries, factors affecting international trade flows and its effect on BOP. Balance of payments problem,

Unit-3 Foreign exchange markets and Foreign exchange rate determination

LH 8

Function and structure of the FX market, spot rate quotation, cross exchange rate determination, spot and forward market, forward rate quotation, long and short forward positions, forward premium, interest rate parity, purchasing power parity.

Unit-4 Multinational cost of capital and Capital budgeting

LH 8

Global cost of capital: weighted average cost of capital, cost of capital for MNC compared to domestic firms, Multinational capital budgeting techniques, Complexities of budgeting for a foreign project and project vs parent valuation.

Unit-5 Multinational working capital management

LH 6

Working capital management: Operating cycle, Managing receivables, Inventory management, International cash management, and Financing working capital.

Unit-6 International portfolio investment

LH 3

International equity investment, international bond investment, international mutual fund, international diversification, performance evaluation,

References

Eun. C.S. and resnick, B.G. International financial Management, New Delhi, Tata Mc Grow hill education private limited,

Eiteman, D.K. Arthur I.S. Moffet, M.H. & pandey, A. Multinational business finance. Delhi Dorling Kindersley (india) pvt Ltd.

Account Specialization



Rajarshi Janak University
Faculty of Management

Level: Master
Program: MBA
Course: Advanced Management Accounting
Course Code: MBAA 581
Area of study: Specialization Accounting

Credit Hrs: 2
Year: Third
Semester: Fourth

Lecture Hours: 32

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

Course objectives

Advanced management accounting is a course that equips MBA students with advanced analytical tools and strategies frameworks employed by management accountants. The main objective of this course is to provide deep knowledge and skills of management concepts, tools and techniques. The course also encourages student to apply management accounting concepts with artificial intelligence and big data analytics.

Course descriptions

This course covers concept of management accounting, cost allocation, performance measurement, pricing decisions. It also deals with sustainability, ethics and emerging topics of management accounting.

Course details

UNIT 1: Introduction of Management Accounting

L.H. 5

- Concept of management accounting
- Management functions and management accounting
- Management accounting in service organization
- Management accounting in bank and financial institutions
- Management accounting in merchandiser
- Tools of management accounting (Descriptive, Analytical, Diagnostic and Predictive)

UNIT 2: Cost Allocation

L.H. 7

- Cost allocation: Direct cost and indirect cost
- Methods of overhead allocation system
- Traditional costing system
- Activity based costing system



UNIT 3: Performance Measurement

L.H. 6

- Introduction and development of performance measurement
- Techniques of performance measurement: Traditional and modern
- Types of performance measurement
- Financial performance measurement: ROI, RI, KPI and EVA
- Non-financial performance measurement: Balance scorecard and multiple scorecard
- Zero base budgeting: concept, steps, advantages and disadvantages

UNIT 4 : Pricing Decisions

L.H. 7

- Meaning and objectives
- Factors influencing pricing decisions
- Different methods of pricing decisions
 - Full cost pricing
 - Variable cost pricing
 - Target cost pricing
 - Target return on investment pricing
- Economic approach to pricing
- Prices indifference point

UNIT 5: Sustainability, Ethics and Emerging topics

L.H. 7

- Environmental cost management and sustainability accounting
- Lean accounting and waste elimination principles
- Digital transformation: AI, Big data and Predictive analytics (uses in management accounting)
- Ethics in management accounting: conflicts of interest and governance
- Strategic management accounting: concept and techniques

Suggested Books:

Kaplan, R. S. , & Atkinson, A. A. (2015). *Advanced management accounting*. Pearson Education

Hornigren, C.T. , Sundem, G.L. , Stratton, W. O., Burgstahler, D. & Schatzberg, J. (2020). *Introduction to management accounting*. Prentice Hall

Lal, Jawahar (2023). *Advanced management accounting: text and cases*. S. Chand & Company Ltd.



Rajarshi Janak University Faculty of Management

Level: Master
Program: MBA
Course: **Auditing and Assurance**
Course Code: **MBAA-582**
Area of Study: Account Specialization

Credit Hrs: 2
Year: Third
Semester: Fourth
Lecture Hours: 32

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

Course Description

This course is designed to develop student's comprehensive understanding of the principles, concepts, standards, and practices of auditing and assurance services in modern organizations. The course emphasizes the role of auditing in enhancing the credibility, transparency, and reliability of financial and non-financial information for stakeholders.

Students will explore the meaning, objectives, scope, and types of audits, including internal, external, operational, compliance. The course covers the auditing process from planning and risk assessment to evidence collection, internal control evaluation, audit documentation, reporting. It also introduces international auditing standards, ethical requirements, corporate governance, and the responsibilities of auditors in preventing and detecting fraud.

In addition, the course examines assurance engagements, sustainability assurance, information systems auditing, and emerging issues. This course aims to develop understanding of the special features of company audit and other statutory provisions relevant in the context of Nepal.

Course Objectives

Upon Completion of this Course, students will be able to apply auditing standards and ethical principles in professional practice, evaluate internal control systems, Assess corporate governance and internal audit practices, and develop critical thinking and professional judgment in auditing.

Course Details

Unit 1: Introduction of Auditing and Assurance

LH:3

Meaning and Concept, objectives of audit: primary and subsidiary objectives, Auditing standard, Assurance services and their significance.

Unit 2: The Auditor and Auditing profession

LH:6

Qualification of an auditor of a company, Types of auditor, Appointment, remuneration and removal of auditor, Rights and duties of an auditor, Code of Ethics with special reference to the Relevant Provisions of The Chartered Accountants Act, 1997 and the regulations there under.

Unit 3: Evaluation of Internal Control System

LH:4

Concept of internal check, internal check and internal audit, effect of internal control and internal audit (auditor's duties as regard to internal check and internal control), Concept of analytical procedures and substantive procedures in audit, Concept of test checks and its limitations, routine checking

Unit 4: Planning and Process of Auditing

LH: 11

Audit program: meaning, objectives, and advantages of audit program, Audit Note Book, Vouching: Meaning, objectives, considerable factors of vouching; vouching of: receipts, payments, purchases, sales and discounts, Impersonal ledger accounts: capital and revenue expenditure, outstanding expenses, accrued incomes, prepaid expenses

Unit 5: Professional Ethics and Corporate Governance

LH:6

Code of ethics for professional accountants, Independence and professional skepticism, Auditor's legal responsibilities, corporate governance principles, Audit committee and board responsibilities

Unit 6: Audit execution and Report

LH:5

Meaning and contents of audit report, Types of audit report: Statutory report, general report, qualified report and tax audit report

Unit 7: Audit of different organizations

LH:5

Audit of educational institutions, charitable institutions, NGOs and partnership firm



Unit8: Government Audit

LH: 5

Concept, objectives, difference between government audit and commercial audit, Internal audit in government organizations, Roles of Auditor General of Nepal.

Unit 9: Investigation and emerging issues

LH:3

Meaning, causes of investigation, Difference between investigation and audit, Procedures of investigation



Suggested Readings

T R Sharma, *Auditing*, Sahitya Bhawan, Agra

Ramaswamy, M.S., *Auditing*, S.Chand and Co., New Delhi

Bigg, W., W., *Practical Auditing (Revised)*, Allied Publishing Ltd. Bombay

Dhruba Lal Pandey, *Auditing*, Asia Publications Pvt. Ltd., Kathmandu

Kamal Gupta (2006), *Contemporary Auditing*, 6th Edition, McGraw-Hill Companies

Nepalese Journals of Government Auditing Year, Vol.No.44, Office of the Auditor General, Babar Mahal, Kathmandu

Nepal Standard on Auditing, the Institute of Chartered Accountants of Nepal, Kathmandu

Nepal Standards on Auditing (NAS), 1 to latest edition published by ICAN

Company Act, 2063 and rules (relevant provisions)

Bank and Financial Institution Act, 2073 (relevant provisions)

Code of Conduct published by ICAN



Rajarshi Janak University
Faculty of Management



Level: Master
Program: MBA
Course: Accounting Information System (AIS) and Analysis
Course Code: MBAA- 583
Area of study: Specialization Accounting

Credit Hrs: 2
Year: Second
Semester: Fourth
Lecture Hours: 32

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

Course Description

This course introduces the design, implementation, and use of Accounting Information Systems (AIS) with an emphasis on analytics-driven decision-making in modern organizations. It integrates Nepalese accounting and regulatory context, recent developments in AIS, and applied analytical techniques.

Course Objectives

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

- Explain the role of AIS as a subsystem of MIS and its contribution to organizational decision-making.
- Understand Nepal's accounting and reporting environment, including major standard-setting and regulatory bodies.
- Identify and assess risks related to fraud and cybersecurity in AIS, and propose appropriate controls.

Course Details

Unit 1: Introduction to AIS

L.H. 5

- Definition, scope, and objectives of Accounting Information Systems.
- AIS as a subsystem of Management Information Systems (MIS).
- Transaction processing systems and cycles (revenue, expenditure, production, HR/payroll, GL and reporting).
- Evolution of accounting practice in Nepal: traditional Bahi Khata, desktop solutions (e.g., Tally), cloud-based ERP systems, and core banking solutions.
- Blockchain and the Future of Financial Audits

Unit 2: Nepal's Accounting Standard Setting and Regulatory Environment

L.H. 5

- Key institutions:
 - Institute of Chartered Accountants of Nepal (ICAN).
 - Accounting Standards Board (ASB) Nepal.
 - Auditing Standards Board (AUSB) Nepal.
- Major reporting frameworks in Nepal:
 - Nepal Financial Reporting Standards (NFRS 2024).
 - Nepal Public Sector Accounting Standards (NPSAS).
 - Reporting requirements under Securities Board of Nepal (SEBON) and other regulators.
- Discussion of recent empirical work on Integrating Artificial Intelligence, Big Data, and Predictive Analytics



Unit 3: Fraud and cybersecurity in AIS

L.H. 7

- Fraud triangle theory and occupational fraud typologies in accounting environments.
- Computer and cyber fraud: phishing, ransomware, social engineering, insider threats, data manipulation.
- NIST Cyber security Framework applied to accounting systems (identify, protect, detect, respond, recover).
- Business continuity planning (BCP) and disaster recovery (DR) for AIS.
- Technical safeguards: encryption, firewalls, intrusion detection/prevention, multi-factor authentication, secure backups.
- Case-based discussion drawing on Forensic Accounting

Unit 4: Accounting analytics and forecasting

L.H. 7

- Analytics spectrum: descriptive, diagnostic, predictive, and prescriptive analytics in accounting and finance.
- Design and use of Key Performance Indicators (KPIs) for financial performance and value creation.
- Excel advanced analytics: data validation, pivot tables, dashboards, scenario/sensitivity analysis, solver.
- Ratio analysis and trend analysis using analytical tools; interpretation for managerial decision-making.

A handwritten signature in black ink, consisting of a large loop followed by a long horizontal stroke.



Unit 5: Emerging technologies in AIS

L.H. 8

- Robotic Process Automation (RPA): automation in accounts payable (AP), accounts receivable (AR), and routine accounting tasks.
- AI in accounting: invoice processing, expense management, anomaly detection, chatbots for query handling.
- Machine learning for AR collection and credit-risk assessment.
- Big data analytics and blockchain applications in accounting: audit trails, smart contracts, and real-time reporting.
- Automating data extraction from financial documents (OCR, NLP tools).
- Cryptocurrency accounting: recognition, measurement, and disclosure issues in line with international practice and Nepalese regulatory constraints.
- Critical reflection on ethical, governance, and skills implications of technology adoption, drawing on recent management and AIS research.

Suggested Readings

Romney, M.B. & Steinbart, P.J. (2018). *Accounting Information Systems*. Pearson Education, 15th edition

Richardson, V. J., Teeter, R., & Terrell, R. (2023). *Accounting Analytics*. McGraw Hill

Hall, J. A. (2020). *Data Analytics for Accounting*. Cengage Learning
Celestin, M. ., Mishra, S. ., & Mishra, A. K. . (2026). The Future of Management Accounting: Integrating Artificial Intelligence, Big Data, and Predictive Analytics for Business Optimization. *NOLEGEIN-Journal of Operations Research & Management*, 9(2). Retrieved from <https://mbajournals.in/index.php/JoORM/article/view/1891>

Mbonigaba Celestin, Shila Mishra, & Mishra, A. K. (2026). Harnessing Artificial Intelligence in Detecting Accounting Fraud: A Case Study of Emerging Markets and Regulatory Challenges. *Journal of Advanced Research in Quality Control & Management*, 11(1), 54-66. Retrieved from <https://adrjournalshouse.com/index.php/Journal-QualityControl-Mgt/article/view/2579>

The Forensic Accounting: Advanced Techniques for Preventing Financial Fraud and Misstatements under Global Competition. In 6th International Multidisciplinary Conference on INFORMATION SCIENCE, MANAGEMENT RESEARCH AND SOCIAL SCIENCES (IMCISMRSS - 2025) (Vol. 1, pp. 20–34). Zenodo. <https://doi.org/10.5281/zenodo.17845285>



Rajarshi Janak University
Faculty of Management

Level: Master
Program: MBA
Course: Management Control System
Course Code: MBAA 584
Area of study: Specialization Accounting

Credit Hrs: 2
Year: Second
Semester: Fourth
Lecture Hours: 32

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

Course objectives

Management control system is a course that equips the MBA students to apply the formal and informal mechanisms through which organizations direct and motivate employees to achieve organizational goals. The main objective of this course is to provide students with a comprehensive understanding of how strategy is translated into action through well designed control systems.

Course descriptions

This course covers concept of management control system, environment of management control system, transfer pricing, management control in decentralized organization and MCS in specialized organizations such as professionals, hospitals, government and non-government organizations.

UNIT 1: Foundation of Management Control System

L.H. 5

- Definition and scope of management control systems
- Characteristics of management control systems
- Factors influencing management control systems
- Steps in management control system
- Management control structure
- Management control process

UNIT 2: Environment of Management Control Systems

L.H. 6

- Management control environment
- Goal congruence: concept and factors affecting goal congruence
- Role of management control system in goal congruence
- Organization structure and management control system
- Behavioral consideration of management control system

UNIT 3: Management Control in Decentralized Organizations

L.H. 7

- Centralization versus decentralization
- Concept and nature of responsibility centre
- Types of responsibility centre
(cost centre, revenue centre, profit centre, investment centre, marketing centre, research & development centre)
- Responsibility accounting
- Responsibility reporting
- Measuring divisional performance



UNIT 4: Transfer Pricing

L.H. 7

- Concept of transfer pricing
- Objectives of transfer pricing
- Requisites of transfer pricing
- Methods of transfer pricing
Market based transfer pricing
Cost based transfer pricing
Negotiated transfer pricing
General transfer pricing

UNIT 5: Management Control System in Diverse Organizational Contexts

L.H. 7

- Control challenges in professional service firms: law, accounting, consulting
- MCS in different organization
Hospitals
Government organization
financial institutions
non-profit organization (NGOs & INGOs)
multinational organizations
- MCS in Nepalese government entities

Suggested books:

Anthony, R. N., & Govindarajan, V. (2020). *Management Control Systems*. McGraw-Hill/Irwin

Merchant, K. A., & Van der Stede, W. A. (2017). *Management control systems: Performance measurement, evaluation and incentives*. Pearson Education

Lal, Jawahar (2023). *Advanced management accounting: text and cases*. S. Chand & Company Ltd.

Bhattra, R. (2020). *Management accounting and control: A Nepalese perspective*. Buddha Academic Publishers & Distributors



ICT Specialization

(Information and Communication Technology)



Rajarshi Janak University
Faculty of Management

Level: Master
Program: MBA
Course: **Enterprise Resource Planning (ERP) Systems**
Course Code: MBAIT-581
Nature of Course: Specialization ICT



Credit Hrs: 2
Year: Second
Semester: Fourth
Lecture Hours: 32

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

Course Introduction

Enterprise Resource Planning (ERP) systems are integrated software platforms that enable organizations to manage and automate core business processes across finance, human resources, supply chain, manufacturing, sales, and customer service. This course examines ERP concepts, architecture, implementation strategies, and their transformative impact on organizational efficiency and decision-making. Students will learn how ERP supports data integration, process reengineering, business intelligence, and e-commerce, and will gain hands-on exposure to ERP tools and implementation challenges.

Course Objectives

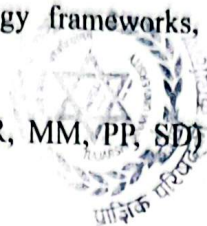
The course aims to enable students to:

- Explain the evolution, concepts, architecture, and scope of ERP systems.
- Analyse benefits, limitations, risks and business process impacts of ERP implementation.
- Identify and evaluate major ERP modules and their cross-functional integration.
- Describe ERP implementation methodologies, life cycle stages, and critical success factors.
- Demonstrate how ERP integrates with BI, data warehousing, data mining, SCM and CRM.
- Assess cloud, open-source, and emerging ERP trends and security considerations.

Learning Outcomes

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

- Define ERP and contrast it with legacy MRP systems; explain ERP's role in business process integration.

- 
- Describe ERP architecture, technology frameworks, and integration patterns (EAI, APIs).
 - Map key ERP modules (Finance, HR, MM, PP, SD) to organizational processes and information flows.
 - Evaluate ERP vendor options (SAP, Oracle, Microsoft Dynamics, Odoo) and recommend fit based on organizational needs.
 - Prepare a high-level ERP implementation plan addressing BPR, data migration, change management, testing and rollout.
 - Use basic BI/OLAP concepts and describe how data warehousing and data mining support ERP decision-making.
 - Critically assess ERP performance metrics, ROI measurement approaches, and post-implementation maintenance needs.
 - Identify security, governance and ethical considerations in ERP deployments.

Course Contents

Unit 1: Introduction to ERP

L.H. 6

- MRP (Material Requirements Planning)
- ERP (Enterprise Resource Planning)
- Need and Scope of ERP
- ERP and Business Process Integration
- Benefits and Limitations of ERP
- ERP Architecture and Technology Framework
- Role of ERP in Logical and Physical Integration

Unit 2: ERP and Related Technologies

L.H. 7

- Business Process Reengineering (BPR)
- Business Intelligence and Decision Support Systems
- Data Warehousing and Data Mining
- Online Analytic Processing (OLAP)
- Product Life Cycle Management (PLM)
- Supply Chain Management (SCM)
- Customer Relationship Management (CRM)

- E-Business and E-Commerce Integration

Unit 3: ERP Marketplace and Functional Modules

L.H. 13

- ERP Market Overview and Dynamics
- Major ERP Vendors and Solutions (SAP, Oracle, Microsoft Dynamics)
- Functional Modules of ERP Software
- Finance and Accounting Module
- Human Resources Module
- Material Management and Production Module
- Sales and Distribution Module
- Cloud ERP and Open-Source ERP Solutions, Hands on

Unit 4: ERP Operation, Maintenance, and Future Trends

L.H. 6

- Post-Implementation Activities
- Operation and Maintenance of ERP Systems
- Measuring ERP Performance and ROI
- Integrating ERP into Organizational Culture
- ERP and Internet Technologies
- Future Directives in ERP
- Enterprise Integration Applications (EIA)
- Advanced ERP Security

Suggested Resources

1. Leon, Alexis. *ERP Demystified*. 2nd Edition, Tata McGraw-Hill Education.
2. Sumner, Mary. *Enterprise Resource Planning*. Pearson Education.
3. Sadagopan, S. *Enterprise Resource Planning*. PHI Learning.
4. Brady, Joseph A., Monk, Ellen F. & Wagner, Bret J. *Concepts in Enterprise Resource Planning*. Course Technology.
5. Ray, Rajesh. *Enterprise Resource Planning*. Tata McGraw-Hill Education.
6. McGaughey, R. E., & Gunasekaran, A. (2007). Enterprise resource planning (ERP): past, present and future. *International Journal of Enterprise Information Systems (IJEIS)*, 3(3), 23-35.

7. Lea, B. R. (2007). Management accounting in ERP integrated MRP and TOC environments. *Industrial Management & Data Systems*, 107(8), 1188-1211.
8. Stephen Harwood, The ERP Implementation cycle. Butterworth-Heinemann, 2003
9. Garg, Anil & Venkatakrishnan. *ERP Concepts and Planning*. PHI Learning.
10. Kumar, Anil & Van Hillegersberg. *Enterprise Resource Planning: Global Opportunities*. Wiley.
11. Nancy H. Bancroft, Henning Seip, Andrea Sprengel. *Implementing SAP R/3*. Manning Publications.
12. Lau, Linda. *Managing Business with SAP*. Idea Group Inc.
13. Kronfol, Zaki. *Enterprise Resource Planning Solutions*. CRC Press.
14. Monk, Ellen & Wagner, Bret. *Concepts in Enterprise Resource Planning*. 4th Edition, Cengage Learning.

Nepal and International Context

- Studies or government/industry reports on digitization of Nepali enterprises and public sector ERP projects.
- ERP adoption patterns in South Asia, success/failure cases from Indian manufacturers and services.
- Vendor resources and learning hubs: SAP Learning Hub, Oracle University, Microsoft Learn, Odoo documentation.
- Best-practice templates for ERP implementation, ISO standards relevant to IT governance and security, and cross-border cloud compliance (GDPR as reference).



Rajarshi Janak University
Faculty of Management



Level: Master
Program: MBA
Course: Cloud Computing and Virtualization
Course Code: MBAIT- 582

Credit Hrs: 2
Year: Second
Semester: Fourth
Lecture Hours: 32

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

Course Description

This course introduces cloud computing and virtualization from a management perspective, focusing on how organizations use cloud technologies to improve efficiency, reduce costs, and enhance scalability. It covers cloud models, deployment strategies, virtualization, governance, security, and emerging trends like edge computing, with emphasis on decision-making and risk management.

Course Objectives

- To understand cloud computing and virtualization concepts from a managerial perspective
- To analyze cloud adoption strategies in organizations
- To understand service models, deployment models, and cost implications
- To study cloud governance, security, and risk management
- To explore emerging trends like edge computing in business environments

Learning Outcomes

After completing this course, students will be able to understand cloud computing in a business context, evaluate cloud services and deployment models, and grasp the role of virtualization in improving IT efficiency. They will also be able to analyze cloud risks, governance, and security, apply cloud strategies in decision-making, and recognize emerging trends like edge computing.

Course Contents

I. Cloud Computing Fundamentals and Business Value

LH: 6

Introduction to cloud computing, evolution, characteristics, business benefits, cost efficiency, scalability, digital transformation, and role of cloud in modern enterprises. Overview of cloud ecosystem and industry applications.

II. Cloud Architecture, Service Models and Deployment Strategies **LH: 8**

Cloud architecture overview, distributed systems concept (high-level), CAP theorem (conceptual understanding), service models (IaaS, PaaS, SaaS, FaaS), deployment models (public, private, hybrid, multi-cloud), cloud selection strategy and vendor comparison.

III. Virtualization and Cloud Infrastructure Management **LH: 6**

Concept of virtualization, types of virtualization, hypervisors, containerization, virtualization tools (VMware, Docker), resource optimization, and role of virtualization in reducing IT costs and improving scalability.

IV. Cloud Governance, Security and Risk Management **LH: 6**

Cloud security fundamentals, data privacy, identity and access management, compliance and legal issues, cloud governance frameworks, risk management, service-level agreements (SLAs), and organizational challenges in cloud adoption.

V. Cloud Strategy, Applications and Emerging Trends **LH: 6**

Cloud migration strategies, cloud adoption in enterprises, ROI and cost-benefit analysis, industry applications (banking, healthcare, government, business analytics), emerging trends including edge computing, IoT integration, and future of cloud in digital business transformation.

Textbook

Rajkumar Buyya, Christian Vecchiola, & S. Thamarai Selvi. (2013). *Mastering cloud computing: Foundations and applications programming*. Elsevier.

Reference Books

John W. Rittinghouse, & James F. Ransome. (2016). *Cloud computing: Implementation, management, and security*. CRC Press.

Peter Mell, & Timothy Grance. (2011). *The NIST definition of cloud computing* (Special Publication 800-145). National Institute of Standards and Technology.

Tim Mather, Subra Kumaraswamy, & Shahed Latif. (2009). *Cloud security and privacy: An enterprise perspective on risks and compliance*. O'Reilly Media.

Kai Hwang, Geoffrey C. Fox, & Jack J. Dongarra. (2012). *Distributed and cloud computing: From parallel processing to the Internet of Things*. Morgan Kaufmann.

Andrew S. Tanenbaum, & Maarten van Steen. (2016). *Distributed systems: Principles and paradigms*. Pearson.



Rajarshi Janak University
Faculty of Management

Level: Master
Program: MBA
Course: Blockchain Technology and Fin Tech
Course Code: MBAIT- 583

Credit Hrs: 2
Year: Second
Semester: Fourth
Lecture Hours: 32

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

Course Description

This course provides MBA students with a clear understanding of blockchain technology and FinTech from a business and managerial perspective. It covers blockchain architecture, cryptocurrencies, smart contracts, decentralized applications, and enterprise use cases along with modern financial innovations. The focus is on strategic, regulatory, and business applications rather than technical programming.

Course Objectives

- To understand the fundamentals of blockchain technology and distributed ledgers
- To analyze cryptocurrencies and digital payment systems
- To evaluate blockchain applications in business and enterprise systems
- To understand FinTech innovations and digital financial services
- To explore regulatory, security, and strategic aspects of blockchain in finance

Learning Outcomes

After completing this course, students will be able to understand blockchain concepts, cryptocurrency systems, and FinTech applications in a business context. They will be able to analyze blockchain use cases in industries, evaluate digital financial systems, understand risks and regulations, and apply blockchain-based thinking in managerial decision-making.

Course contents

I. Fundamentals of Blockchain Technology

LH:5

Introduction to Blockchain and its Evolution, History of Blockchain, Peer-to-Peer Networks and Block Formation, Features, Benefits, and Limitations of Blockchain, Types of Blockchain: Public, Private, Consortium, Permissioned

उपकुलपति
राजर्षि जानकी विश्वविद्यालय

- II. Blockchain Architecture, Consensus, and Decentralization** **LH:5**
 Decentralization Concepts, Blockchain-based Decentralized Systems, Consensus Mechanisms in Blockchain, Proof of Work (PoW), Proof of Stake (PoS), Blockchain Scalability, Smart Contracts and its Business Applications
- III. Blockchain Security and Cryptography** **LH:4**
 Fundamentals of Blockchain Security: Confidentiality, Integrity, Authentication, and Non-repudiation, Blockchain Security, Privacy, and Risk Management, Cryptography
- IV. Bitcoin and Cryptocurrencies** **LH: 5**
 Bitcoin Fundamentals: Architecture, Addresses, Wallets, and Transactions, Bitcoin Mining and Consensus, Payment Systems, Cryptocurrency Ecosystem, Cryptocurrency Exchanges, Cryptocurrency Investment and Trading, Risks, Challenges
- V. Enterprise Blockchain and Business Applications** **LH: 6**
 Enterprise Blockchain, Blockchain Applications in Business (Digital Identity, Supply Chain and Logistics, Healthcare, Government and Public Services, Insurance, Retail and Manufacturing), Blockchain-enabled Business Models (Token Economy, Platform Economy, Business Innovation and Digital Trust)
- VI. Blockchain Applications in FinTech** **LH: 7**
 Introduction to FinTech (Evolution, Digital Financial Services, FinTech Ecosystem, Digital Banking, and Open Banking), Blockchain in Financial Services (Digital Payments, Cross-border Payments, Remittances, Settlement Systems, Trade Finance, Supply Chain Finance, Banking Operations), Emerging Financial Technologies (Smart Contracts in Banking, Asset Tokenization, Stablecoins, Central Bank Digital Currencies, and Decentralized Finance)

Textbook

Imran Bashir. (2021). Mastering blockchain (4th ed.). Packt Publishing.

Reference Books

Daniel Drescher. (2017). Blockchain basics. Apress.

Arshdeep Bahga, & Vijay Madisetti. (2016). Blockchain: A hands-on approach. VPT.

Andreas M. Antonopoulos. (2017). Mastering Bitcoin. O'Reilly Media.

Susanne Chishti, & Janos Barberis (Eds.). (2016). The FINTECH book. John Wiley & Sons.

Theo Lynn, et al. (Eds.). (2019). Disrupting finance: FinTech and strategy in the 21st century. Palgrave Macmillan.

Iris H.-Y. Chiu, & Robin G. Houben. (2019). The law and regulation of blockchain and FinTech. Cambridge University Press.



Rajarshi Janak University Faculty of Management

Level: Master
Program: MBA

Course: Artificial Intelligence and Machine Learning with Applications (AIMLA) Semester: IV
Course Code: MBAIT- 584

Credit Hrs: 2
Year: Second

Lecture Hours: 32

Internal Assessment: 50 Marks

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

This course introduces the basic ideas of Artificial Intelligence and Machine Learning in a simple and practical way. It explains how computers can solve problems, store and use knowledge, and deal with uncertainty. Students will also learn the basics of machine learning methods like supervised and unsupervised learning, along with simple neural networks. It helps students understand how intelligent computer systems work and how they can be used in everyday life.

Course Objectives

- To understand foundational concepts of Artificial Intelligence and Machine Learning
- To develop problem-solving skills using search and optimization techniques
- To apply machine learning algorithms for predictive and classification tasks
- To introduce neural networks and basic deep learning concepts

Learning Outcomes

After completing this course, students will be able to understand the basic concepts of Artificial Intelligence and Machine Learning, use search algorithms to solve problems, and build simple machine learning models. They will also be able to analyze data, design basic neural network solutions, and apply AI/ML techniques in real-world areas such as transportation, healthcare, and the environment.

Course Content

1. Introduction to Artificial Intelligence

LH: 3

Definition and scope of AI, History and evolution of AI, Intelligent agents and environments, Real-world AI applications

2. Problem Solving and Search Techniques

LH: 3

State space representation, Uninformed search strategies: Breadth-First Search, Depth-First Search, Informed search strategies: Greedy search and A* algorithm, Heuristic functions, MiniMax and alpha beta pruning

3. Knowledge Representation and Reasoning

LH:4

Propositional and predicate logic, Inference and rule-based systems, Introduction to expert systems, Probabilistic reasoning and Bayesian networks

4. Introduction to Machine Learning

LH: 4

Machine learning and types, Linear regression and logistic regression, Model evaluation and performance metrics, Overfitting, underfitting, and generalization

5. Supervised Learning Algorithms

LH: 4

k-Nearest Neighbors, Decision Trees and Random Forests, Support Vector Machines, Ensemble learning methods

6. Unsupervised Learning

LH: 4

Clustering techniques: k-means and hierarchical clustering, Principal Component Analysis (PCA), Anomaly detection methods, Applications of unsupervised learning

7. Neural Networks and Deep Learning Basics

LH:6

Structure of artificial neural networks, Perceptron and multilayer networks, Backpropagation and gradient descent, Introduction to CNN and RNN architectures

8. Applications of AI and Machine Learning

LH: 4

AI in smart cities and intelligent transportation systems, Machine learning for environmental monitoring and air quality prediction, Digital twin systems and predictive analytics in infrastructure, Ethics, fairness, and future trends in AI.

Textbook

Stuart J. Russell, & Peter Norvig. (2020). Artificial intelligence: A modern approach (4th ed.). Pearson.

Reference Books

Bishop, C. M. (2006). Pattern recognition and machine learning. Springer.

Ian Goodfellow, Yoshua Bengio, & Aaron Courville. (2016). Deep learning. MIT Press.

Tom M. Mitchell. (1997). Machine learning. McGraw-Hill.

Aurélien Géron. (2022). Hands-on machine learning with Scikit-Learn, Keras, and TensorFlow (3rd ed.). O'Reilly Media.

Trevor Hastie, Robert Tibshirani, & Jerome Friedman. (2009). The elements of statistical learning: Data mining, inference, and prediction (2nd ed.). Springer.

HRM Specialization



Rajarshi Janak University
Faculty of Management

Level: Master
Program: MBA
Course Title: Employee Relations and Labour Laws
Course Code: MBAHR 581
Course of Area: HRM Specialization

Credit Hrs: 2
Year: Second
Semester: Fourth
Lecture Hours: 32



Internal Assessment: 50 Marks

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

Course Introduction

Healthy employee relations are fundamental to organizational productivity, employee engagement, and sustainable business performance. This course provides MBA students with practical knowledge of employee relations, labour legislation, workplace discipline, collective bargaining, grievance management, dispute resolution, occupational safety, and legal compliance in Nepal.

The course integrates human resource management with labour laws by focusing on day-to-day HR practices such as recruitment compliance, employment contracts, disciplinary procedures, performance management, employee welfare, trade union relations, workplace investigations, and dispute settlement. Students will analyze real organizational situations to understand how labour laws support fair employment practices while enabling organizational effectiveness.

Course Objectives

The course aims to enable students to:

- Understand the legal framework governing employment relationships in Nepal.
- Apply labour laws in managing employee life-cycle activities.
- Develop practical skills in grievance handling, disciplinary action, and conflict resolution.
- Interpret employer and employee rights and obligations under Nepalese labour legislation.
- Manage constructive relationships with employees and trade unions.
- Promote legally compliant, ethical, and productive workplaces.

Learning Outcomes

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

- Explain the principles of employee relations and labour law.
- Interpret key provisions of Nepal's Labour Act, 2017 and related legislation.
- Prepare legally compliant employment contracts and HR policies.

- Handle employee grievances, disciplinary cases, and workplace disputes.
- Apply collective bargaining and negotiation techniques.
- Ensure organizational compliance with labour legislation and occupational safety requirements.
- Recommend HR strategies that promote positive employee relations and legal compliance.

Unit 1: Employee Relations and Labour Law Fundamentals

L.H.3

- 1.1 Employee relations: concept, objectives, and importance
- 1.2 Employer-employee relationship
- 1.3 Rights and responsibilities of employers and employees

Learning Outcome: Understand the role of employee relations in organizational performance and labour law compliance.

Unit 2: Employment Law and HR Compliance in Nepal

L.H.6

- 2.1 Overview of the Labour Act, 2017
- 2.2 Employment contracts and appointment procedures
- 2.3 Working hours, wages, leave, overtime, and benefits
- 2.4 Performance management and legal considerations
- 2.5 Termination, resignation, retrenchment, and retirement
- 2.6 Employer legal obligations and HR compliance checklist

Practical Exercise: Preparing employment contracts and HR compliance documentation.

Learning Outcome: Apply labour law requirements throughout the employee life cycle.

Unit 3: Employee Coaching and Counseling

L.H.3

- 3.1 Concept and importance of employee coaching and counseling
- 3.2 Coaching versus counseling versus mentoring
- 3.3 Coaching models and techniques
- 3.4 Counseling employees for performance, stress, absenteeism, and behavioral issues

Unit 4: Employee Performance Improvement

L.H.2

- 4.1 Performance improvement plans (PIPs)
- 4.2 Communication skills, feedback, and difficult conversations
- 4.3 Ethical and legal considerations in employee counseling

Practical Activities: (Coaching role plays, Counseling interviews, Performance feedback, sessions)

Learning Outcome: (Apply coaching and counseling techniques to improve employee performance, motivation, and workplace relationships)

Unit 5: Occupational Safety, Employee Welfare, and Workplace Ethic

L.H.12

- 5.1 Occupational Safety and Health (OSH)
- 5.2 Employer responsibilities under Labour Act
- 5.3 Workplace accidents and reporting
- 5.4 Employee wellness and mental health
- 5.5 Workplace harassment and discrimination
- 5.6 Work Safety Plan



Practical Exercise: Workplace safety Plan.

Learning Outcome: Recommend measures for creating safe, healthy, and ethical workplaces.

Unit 6: Contemporary Labour Issues and International Standards

L.H.6

- 6.1 International Labour Organization (ILO)
- 6.2 Fundamental ILO Conventions ratified by Nepal
- 6.3 Social Security Act and employee benefits
- 6.4 Informal employment and gig economy
- 6.5 Remote work and digital workplace issues
- 6.6 Labour law reforms and future HR challenges
- 6.7 Case studies on current labour issues in Nepal

Learning Outcome: Evaluate emerging labour issues and recommend legally compliant HR practices.

Suggested References

- Bingham, C. B. (2023). *Employment relations: Fairness and trust in the workplace*. SAGE Publications.
- Budd, J. W. (2021). *Labor relations: Striking a balance* (6th ed.). McGraw-Hill.
- Mathis, R. L., Jackson, J. H., & Valentine, S. R. (2023). *Human resource management* (16th ed.). Cengage Learning.
- Mishra, A.K., & P.S. Aithal. (2023). Operational Analysis of Projects in Nepal HAZARD AND RISK. <https://doi.org/10.5281/zenodo.8005683>.
- Monappa, A. (2019). *Industrial relations and labour laws*. Tata McGraw-Hill.
- Niruba Rani, J., Mishra, A. K., & Satheesh, A. (2024). *Strategic Human Resource Management*. Priyam Publication. <https://doi.org/10.5281/zenodo.14581988>

Nepal-Specific References

Government of Nepal. (2017). Labour Act, 2017 (Labour Act 2074).

Government of Nepal. (2018). Contribution-Based Social Security Act, 2017.

Government of Nepal. (2018). Labour Rules, 2018.

Government of Nepal. Trade Union Act (latest edition).



Rajarshi Janak University Faculty of Management

Level: Master
Program: MBA

Course Title: **Performance Management and Appraisal Systems**
Course Code: MBAHR 582
Area of Study: HRM Specialization

Credit Hrs: 2
Year: Second
Semester: Fourth
Lecture Hours: 32

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

Course Description

This course provides comprehensive knowledge of modern performance management systems and employee performance appraisal practices. It emphasizes aligning individual performance with organizational strategy, developing effective performance measurement systems, designing appraisal methods, providing constructive feedback, coaching employees, managing performance-related rewards, and using technology and HR analytics for continuous performance improvement. The course integrates contemporary global practices with Nepalese organizational realities to develop students' competencies in designing, implementing, and evaluating performance management systems.

Course Objectives

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

- Explain the concepts, philosophy, and strategic importance of performance management.
- Design effective performance planning and performance measurement systems.
- Evaluate traditional and contemporary performance appraisal methods.
- Conduct objective performance reviews and provide constructive feedback.
- Apply coaching, mentoring, counseling, and competency mapping techniques.
- Link performance management with employee development, rewards, and organizational effectiveness.
- Evaluate ethical, legal, technological, and cross-cultural issues in performance management.
- Analyze performance management practices in Nepalese organizations.

Learning Outcomes

After completing the course, students will be able to:

- Design a comprehensive performance management system.
- Develop measurable Key Performance Indicators (KPIs).
- Apply modern appraisal techniques including 360-degree feedback.
- Conduct effective appraisal interviews.
- Use performance data for employee development and compensation decisions.
- Recommend improvements in organizational performance management systems.

Course Contents

Chapter 1: Foundations of Performance Management

LH 6

- Performance Management: Meaning, concept and importance of performance Management
- Objectives and benefits
- Performance management versus performance appraisal
- Evolution of performance management
- Strategic importance of performance management
- Principles of effective performance management
- Characteristics of an effective PMS
- Performance management cycle
- Performance management framework
- Challenges in performance management

Chapter 2: Performance Planning and Performance Measurement

LH 6

- Concept, objectives, and process of performance planning
- Goal setting, job description, and performance standards
- Key Result Areas (KRAs), Key Performance Indicators (KPIs), competencies, and skills
- Concept and approaches to performance measurement
- Performance metrics, Balanced Scorecard, and benchmarking
- Practical applications and case studies
- Measuring Performance: Concept and importance

- Types of performance measures: Results-based measures, Behavioral measures, Competency measures, Balanced Scorecard, Management by Objectives (MBO), Benchmarking, Performance metrics and HR analytics in performance measurement

Chapter 3: Performance Appraisal Systems

LH 8

- Performance Appraisal: Concept, Objectives and Importance
- Performance appraisal process
- Designing appraisal forms
- Appraisal interview
- Traditional Performance Appraisal Methods: Graphic Rating Scale, Checklist Method, Forced Choice Method, Critical Incident Method, Ranking Method, Paired Comparison, Essay Method, Field Review and Confidential Report
- Modern Performance Appraisal Methods: Behaviorally Anchored Rating Scale (BARS), Behavior Observation Scale (BOS), Assessment Centre, Psychological Appraisal, Management by Objectives (MBO), 360-degree Feedback, Self-Appraisal, Continuous Performance Management and AI-enabled Performance Appraisal
- Errors in Performance Appraisal: Halo Effect, Horn Effect, Leniency, Strictness, Central Tendency, Similarity Bias, Contrast Error, Recency Effect and Personal Bias

Chapter 4: Performance Review, Employee Development, and Rewards

LH 6

- Performance Review: Concept and Importance
- Performance feedback and Feedback models
- Conducting appraisal interviews
- Employee Development: Coaching, Mentoring, Counseling, Performance Improvement Plans (PIP), Individual Development Plans (IDP), Competency mapping and Career development
- Reward Management: Performance-related pay, Incentive systems, Merit pay, Recognition programs, Promotions and Succession planning

Chapter 5: Contemporary Issues in Performance Management

LH 6

- Technology in Performance Management: e-Performance Management, HR Information Systems (HRIS), AI in performance management, Digital dashboards, HR analytics and People analytics

- Ethical and Legal Issues: Fairness, Transparency, Confidentiality, Bias reduction and Legal implications
- Emerging Trends: Agile performance management, Continuous feedback, Remote employee performance, Performance management in hybrid workplaces, Employee engagement and wellbeing, Performance management in Nepalese organizations and Future directions in performance management

Recommended Textbooks

- Aguinis, H. (2019). *Performance management* (4th ed.). Pearson.
- Aguinis, H. (2023). *Performance management* (5th ed.). Sage Publications.
- Ashdown, L. (2018). *Performance management: A practical introduction* (2nd ed.). Kogan Page.
- Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). *Human resource management: Gaining a competitive advantage* (12th ed.). McGraw-Hill.
- Stone, R. J., Cox, A., & Gavin, M. (2023). *Human resource management* (11th ed.). Wiley.



Rajarshi Janak University
Faculty of Management



Level: Master

Program: MBA

Course Title: Conflict Management and Negotiation (Elective II)

Course Code: MBAHR 583

Nature of Course : Specialization of HRM

Credit Hrs: 2

Year: Second

Semester: Fourth

Lecture Hours: 32

Internal Assessment: 50 Marks

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

Course Description

Conflict is an inevitable part of organizational life and can either hinder or enhance organizational performance depending on how it is managed. Effective managers require the ability to identify sources of conflict, communicate constructively, negotiate mutually beneficial solutions, and maintain productive workplace relationships.

This course develops practical competencies in workplace conflict management, negotiation, mediation, communication, and dispute resolution. Students will learn how to manage interpersonal conflicts, team disagreements, employee grievances, labour-management disputes, customer complaints, contract negotiations, and stakeholder conflicts. Through simulations, case studies, and role plays, students will strengthen their ability to negotiate ethically, resolve disputes, and foster collaborative work environments in the Nepalese business context.

Course Objectives

The course aims to enable students to:

- Understand the nature and dynamics of workplace conflict.
- Develop practical negotiation and communication skills.
- Apply appropriate conflict resolution strategies in organizations.
- Conduct negotiations in business, labour, and commercial settings.
- Use mediation and alternative dispute resolution (ADR) techniques.
- Build collaborative workplace relationships through constructive conflict management.

Learning Outcomes

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

- Diagnose different types and sources of organizational conflict.
- Apply conflict management strategies to workplace situations.
- Plan and conduct negotiations using appropriate techniques.
- Demonstrate effective communication and persuasion skills during negotiations.
- Use mediation and ADR approaches to resolve organizational disputes.
- Manage difficult conversations with employees, customers, suppliers, and stakeholders.

- Recommend conflict prevention strategies that improve organizational effectiveness.

Course Contents

Unit 1: Understanding Conflict in Organizations

L.H.4

- 1.1 Meaning and nature of organizational conflict
- 1.2 Types of conflict (Intrapersonal, Interpersonal, Team, Interdepartmental, Organizational)
- 1.3 Sources of workplace conflict
- 1.4 Functional versus dysfunctional conflict
- 1.5 Conflict as an opportunity for organizational improvement

Learning Outcome: Identify workplace conflicts and analyze their causes and organizational impact.

Unit 2: Communication and Conflict Resolution Skills

L.H.5

- 2.1 Communication barriers in conflict situations
- 2.2 Active listening
- 2.3 Emotional intelligence in conflict management
- 2.4 Assertive communication
- 2.5 Giving and receiving constructive feedback
- 2.6 Managing difficult conversations

Practical Activities: Active listening exercises, difficult conversation role plays Feedback practice

Learning Outcome: Apply effective communication skills to prevent and resolve workplace conflicts.

Unit 3: Conflict Management Strategies and Employee Relations

L.H.5

- 3.1 Conflict management styles (Thomas-Kilmann Model) [Competing, Collaborating, Compromising, Avoiding, and Accommodating]
- 3.2 Conflict coaching
- 3.3 Managing employee grievances
- 3.4 Team conflict management
- 3.5 Labour-management conflicts
- 3.6 Conflict prevention through organizational policies (Case Studies, Employee conflicts, team disagreements, supervisor-subordinate issues)

Learning Outcome: Select appropriate conflict management strategies, for different workplace situations.

Unit 4: Negotiation Principles and Techniques

L.H.7

- 4.1 Trade unions in Nepal
- 4.2 Collective bargaining process

- 4.3 Negotiation strategies; BATNA (Best Alternative to a Negotiated Agreement) and ZOPA (Zone of Possible Agreement), Distributive and integrative negotiation, Win-win negotiation strategies, Persuasion and influencing skills
- 4.4 Labour-management cooperation
- 4.5 Industrial disputes and strike management
- 4.6 Cross-cultural negotiation
- 4.7 Ethical issues in negotiation (Simulation, Business negotiation exercises.)

Learning Outcome: Plan and conduct negotiations using structured negotiation frameworks.

Unit 5: Mediation, ADR, and Workplace Dispute Resolution

L.H.5

Contents

- 5.1 Alternative Dispute Resolution (ADR)
- 5.2 Mediation
- 5.3 Arbitration
- 5.4 Conciliation
- 5.5 Claim and Defense Preparation
- 5.6 Managing complaints and disputes

Learning Outcome: Apply ADR techniques to resolve workplace and commercial disputes.

Unit 6: Applied Negotiation and Conflict Management

L.H.6

- 6.1 Negotiation in HRM (Salary negotiation, Performance discussions, Employee discipline)
- 6.2 Labour negotiation and collective bargaining
- 6.3 Customer complaint resolution
- 6.4 Supplier and contract negotiation
- 6.5 Stakeholder negotiation
- 6.6 Conflict management in virtual teams
- 6.7 Nepalese organizational case studies (Capstone Simulation, Comprehensive negotiation and conflict management exercise.)

Learning Outcome: Demonstrate negotiation and conflict resolution skills in diverse managerial situations.

Suggested References

- Fisher, R., Ury, W., & Patton, B. (2011). *Getting to yes: Negotiating agreement without giving in* (3rd ed.). Penguin Books.
- Lewicki, R. J., Barry, B., & Saunders, D. M. (2021). *Essentials of negotiation* (7th ed.). McGraw-Hill.
- Lewicki, R. J., Barry, B., & Saunders, D. M. (2021). *Negotiation* (9th ed.). McGraw-Hill.
- Moore, C. W. (2014). *The mediation process: Practical strategies for resolving conflict* (4th ed.). Jossey-Bass.

- Robbins, S. P., & Judge, T. A. (2023). *Organizational behavior* (19th ed.). Pearson.
- Stone, D., Heen, S., & Patton, B. (2023). *Difficult conversations: How to discuss what matters most* (3rd ed.). Penguin Books.
- Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2021). *Crucial conversations: Tools for talking when stakes are high* (3rd ed.). McGraw-Hill.
- CIPD. (2024). *Managing conflict in the modern workplace*. Chartered Institute of Personnel and Development.
- Government of Nepal. (2017). Labour Act, 2017 (Labour Act 2074).





Rajarshi Janak University
Faculty of Management

Level: Master

Program: MBA

Course: Title: Learning and Development

Course Code: MBAHR 584

Credit Hrs: 2

Year: Second

Semester: Fourth

Lecture Hours: 32

Internal Assessment: 50 Marks

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

Course Description

This course introduces the concepts, principles, and practices of learning and development in organizations. It focuses on training needs analysis, training design, delivery methods, evaluation, and career development as core HR functions. The course also helps students understand how learning interventions improve individual performance and organizational effectiveness.

Course Objectives

The course aims to enable students to:

- To develop an understanding of learning and development as a strategic HR function.
- To familiarize students with methods of training, development, and employee learning.
- To enable students to design training programs and evaluate their effectiveness.
- To build knowledge of career development, succession planning, and workplace learning.

Learning Outcomes

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

- Explain the concept and importance of learning and development in HRM.
- Conduct training needs analysis for a given organization.
- Design a basic training and development program.

- Apply appropriate methods of training delivery and evaluation.
- Relate learning and development to employee career growth and organizational performance.

Unit 1: Introduction to Learning and Development

LH 6

- 1.1 Concept, scope, and importance of learning and development.
- 1.2 Difference between training, development, and learning.
- 1.3 Role of learning and development in HRM.
- 1.4 Emerging trends: continuous learning, digital learning, and workplace learning.

Unit 2: Training Needs Analysis

LH 8

- 2.1 Meaning and process of training needs analysis.
- 2.2 Organizational, task, and individual analysis.
- 2.3 Identifying skill gaps and learning requirements.
- 2.4 Preparing a training needs report.

Unit 3: Training Design and Methods

LH 8

- 3.1 Designing learning objectives and training plans, Linear Responsible Chart.
- 3.2 On-the-job methods: coaching, mentoring, job rotation, understudy.
- 3.3 Off-the-job methods: lectures, case study, role play, simulations, seminars, and e-learning.
- 3.4 Selection of appropriate training methods.

Unit 4: Training Evaluation and Effectiveness

LH 5

- 4.1 Concept and importance of training evaluation.
- 4.2 Kirkpatrick's four-level model.
- 4.3 Pre-test and post-test methods.
- 4.4 Measuring training effectiveness and return on learning.

Unit 5: Career Development and Future Directions

LH 5



- 5.1 Career planning and development.
- 5.2 Employee development, succession planning, and talent management.
- 5.3 Learning organization and knowledge sharing.
- 5.4 Future of learning and development in digital workplaces.

References

- Harrison, R. (2009). *Learning and development* (5th ed., illustrated ed.). Chartered Institute of Personnel and Development.
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
- Mishra, A. K. (2020). *Project management: Theory and practice from different countries*. DK International Research Foundation. <https://doi.org/10.5281/zenodo.4817542>

ooo



Rajarshi Janak University
Faculty of Management

Level: Master
Program: MBA
Course: MBA 592 Graduate Research Project (Dissertation)
Course Code: MBA 592

Credit Hrs: 3
Year: Second
Semester: Fourth
Lecture Hours: 48

Internal Assessment: 50 Marks

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

A manual for the preparation of

Academic Report

MBA 592 Graduate Research Project

Introduction

Creation of research is an integral part of the all the degree being offered in Rajarshi Janak University. This includes building the capacity of the graduates and undergraduates to design significant and original research problems. Students should also acquire the literary skills necessary to conduct and communicate that research to other scholars as well as the concerned stakeholders. RMC considers the preparation of a Graduate Research Project as an important avenue through which these skills are acquired. This manual is a guide for the preparation of an acceptable manuscript. Moreover, this manual aims at maintaining uniformity in the theses being submitted in RMC. Hence, all the students are advised to strictly follow the guidelines right from the submission of Projects draft for pre-defense. The research committee has all the rights to reject the manuscript upon a failure of students to follow the guidelines described in this manual.

Formatting and requirements (except cover page, and title page)

1. Length of Reports: There is no limitation to the length of the Reports. It depends entirely on the theme of the research work. It is necessary to consult with the project supervisor for the comprehensiveness of text, its flow and logics. Always incorporate only the important contexts do not include the unreasonable and unnecessary text.
2. Language: English
3. Paper specifications
 - a) Color: White
 - b) Size: 21 cm x 29.7 cm(A4)

a. **Typing**

- a) Left margin: 4 cm (1.5 inches)
- b) Right margin: 2.5 cm (1 inch)
- c) Top margin: 2.5 cm (1 inch)
- d) Bottom margin: 2.5 cm (1 inch)
- e) Spacing: 1.5 lines
- f) Side: Front (Single side)
- g) Font size: 12 (can be adjusted in tables and figures so that one table/figure can fit in one page)
- h) Font type: Times New Roman (even in tables and figures)
- i) Font style: Regular
- j) Font color: Black
- k) Breaking a word in two lines: Not allowed
- l) Corrections with fluid: Not allowed
- m) Overwriting: Not allowed
- n) Typing machine: Computer
- o) Printing quality: Laser

It is highly recommended to give consistency in the Academic writing. This gives an impression of good writing skills. It is suggested to use regular Times New Roman with font size of 12 with 1.5 line spacing. Make the font bold wherever necessary as prescribed in the format.

Order and content of Report

A) **Pretext** (Preliminary pages) – It should contain following headings:

- 1) **Cover page:** This page should give information about title of the Report, name of author, name of the institute, and month and year of Report completion. For the convenience to easily locate the Report while staked, information on title, author and year of graduation must appear in the side of bound Report. Information on font type, font size, font color, page margin and spacing between the lines is provided in the sample supplied as Appendix 1 and 2.
- 2) **Title page:** Pagination should start from this page, but should not appear in the page. All the information regarding this page can be seen in the sample supplied as Appendix 3.

- 3) **Dedication (Optional):** This is an optional page. Dedication should be brief and centered from all the ends on the page. No heading is used in the dedication page and number of this page should be "ii". Dedication is not listed in the "Table of contents". (See Appendix 4).
- 4) **Abstract:** Abstract is compulsory. In the case there is dedication, pagination of this page would be "iii" otherwise it should be "ii". The heading **ABSTRACT**, in capital letters and bold should be centered between the left and right margins, without punctuating or underlining. Four blank spaces should be maintained before starting the paragraph (See Appendix 5). The standard page margin should be maintained as given below in the Box 1.

Abstract should present a succinct account of your work. It should contain a statement of the research problem, methods, results, discussions, conclusions and recommendation, but in brief limited within a page. Hence, be a concise reflection of the entire study so that it functions chiefly as a guide for students and scholars surveying research in their field. It should be written in Simple English. Internal heading, citation(s), mathematical formula(s), diagrams/figure(s), table(s), and other illustrative material(s) must be avoided in **ABSTRACT**. It may be said executive summary for business development plan.

Box 1.

- 1) Paper: A4, white
- 2) Font: Times New Roman with the standard font size of 12 except in few cases indicated in the sample pages.
- 3) Page Margin: (Except for cover page and title page)
- 4) Left: 1.5 inches Top: 1 inch
- 5) Right: 1 inch Bottom: 1.25 inches Spacing: Single spacing. Put spacing between the paragraphs.
- 6) Pagination: These pretext (preliminary) pages should be numbered consecutively in **the lowercase of roman numerals**. Page number should start from the title page (not the cover page) but should not appear. It should appear only from Dedication page if it is there otherwise should appear from Abstract page.

- 5) **Declaration:** This section of Report declares that your study is based on the original research works, and related works on the topic being used in the Report is duly acknowledged through proper citation and referencing. In addition, this section is also meant for taking responsibility by the student for any error and authenticity of the data used in the project (See Appendix 6).
- 6) **Recommendation:** This is the recommendation to be made by the supervisor. It mentions that you have prepared and submitted the project through the supervision of your supervisor (See Appendix 7). By signing this page, RMC expects that your supervisor assures the quality of your project to be sufficient enough to meet the requirement set by the college.
- 7) **Certificate:** This page certifies that you have successfully completed the project work and eligible for acceptance. This page is to be signed by the external examiner, supervisor (if there is co-supervisor, signed by co-supervisor as well) and director of RMC (See Appendix 8).
- 8) **Acknowledgements:** This is the section of the project to express gratitude to all the individuals or the institutions that helped you to successfully conduct your research. Usually, supervisor and co-supervisor are acknowledged first followed by funding agencies. Similarly, professors, classmates/friends, staffs of the college/institutions, from whom you received guidance/suggestions/support, should also be acknowledged. In the case you have conducted field survey; respondents should be acknowledged for their precious time consumed during the field survey as well as the valuable information. You can also acknowledge your family member for their patience, support; dream whatsoever (See Appendix 9). This is a matter of courtesy but don't overdo it.
- 9) **Table of contents (with title and page references):** This page provides information to the readers about the composition of the whole report as well as location of different sections and sub-sections in the report. Hence, this section of the report should include the chapter, section and sub-section headings with appropriate page reference (See Appendix 10). It should be placed next to the acknowledgements sheet. Use of functions available in Microsoft Office Word will help to create Table of contents more easily.
- 10) **List of tables (with titles and page references):** This page provides information to the readers about the details of the tables provided in the thesis along with their location

(page numbers). Numbering of tables should reflect on which chapter the table belongs to (See Appendix 11). Use of functions available in Microsoft Office Word will help to create List of tables more easily.

11) List of figures (with titles and page references): This page provides information to the readers about the details of the figures provided in the report along with their location (page numbers). Numbering of figures should reflect on which Chapter the figure belongs to (See Appendix 12). Use of functions available in Microsoft Office Word will help to create List of figures more easily.

12) List of plates/pictures (with titles and page references): This page provides information to the readers about the details of the plates/pictures provided in the report along with their location (page numbers). Numbering of plates/pictures should reflect on which chapter the plate/picture belongs to (See Appendix 13). Use of functions available in Microsoft Office Word will help to create List of plates/pictures more easily.

13) List of appendices (with titles and page references): This page provides information to the readers about the details of the appendices provided in the report along with their location (page numbers). Its numbering can be done in normal sequence (See Appendix 14). Use of functions available in Microsoft Office Word will help to create List of appendices more easily.

14) Abbreviations/Acronyms: This section provides the list of abbreviation and acronyms used in the project along with their details. It should be presented in alphabetical order (See Appendix15).

B) Text: It is a main body of the report dealing particularly with Chapters starting from **INTRODUCTION** followed by **LITERATURE REVIEW, METHODOLOGY, RESULTS AND DISCUSSIONS** and **CONCLUSION AND RECOMMENDATIONS**. Heading of all the chapters should be **uppercase (ALL CAPS)**.

1) INTRODUCTION: This chapter should discuss the background of the research issues being dealt, statement of the problem, research questions, and research objectives, significance of the study, and scope and limitation of the study. Introduction must revolve around the research issue to be dealt by the report.



उपस्थिति
राजेश कुमार तिवारी

- 1.1 Background:** Brief background of the issues should be discussed under the background section. It should be done in the form of brief literature review of related literatures, which is essential to build statement of the problem, research question, and research objectives in the later part of INTRODUCTION chapter.
 - 1.2 Statement of the problem:** This section must indicate what the problem is, why and how it is a problem. Similarly, necessity to conduct the research should also be discussed. It should be supported by statistics or evidences. This section should be well connected with background section and as brief as possible.
 - 1.3 Research questions:** Based on the statement of the problem research question should be formulated. Research questions should clearly state what answers the research project is looking for?
 - 1.4 Research objectives:** This section should clearly mention what you want to achieve from the research project. Usually objective is presented as general objective and specific objectives. The General objective of research should be only one and should be in line with the title. To meet the general objective, several specific objectives could be set. General objectives should be in line with research questions and are more or less equal in numbers of research questions.
Hypothesis may be given here also if it connects the title but if it does not connect title then it should be given under data analysis section of Methodology.
 - 1.5 Significance of the study:** Who will be benefited and how will they be benefited should be discussed under this section of INTRODUCTION chapter.
 - 1.6 Scope and Limitations of the Study:** Scope deals with focus and limitations deals what is not cover though title demands.
- 2) LITERATURE REVIEW:** Literature review is basically a survey of published materials on the topic of the interest authored by accredited scholars and researchers. It is quite important to uncover what is already known in the body of knowledge prior to initiating any research (Hart, 1998). Hence, it is a crucial endeavor for any academic research in theoretical and conceptual progress (Shaw, 1995; Webster and Watson, 2002). Thus, it helps to situate your research in the context of what is already known about the topic and find the gap that your research will bridge. It is encouraged to refer

at least 15 articles published in peer-reviewed journals during the literature review process.

LITERATURE REVIEW may follow the sequence of 2.1 Overview of Literature 2.1.1 Theoretical Review 2.1.2 Policy Review 2.1.3 Empirical Review 2.1.4 Methodological Review 2.2 Theoretical/Conceptual Framework. However, it is subject to researchers and supervisors decisions. Operational Definition may be given if required.

Some list of journals for the different fields of study is requested (HOD) to list as follows:

- 3) **METHODOLOGY:** This chapter includes the discussion about the way you conducted your research in order to meet the objectives. Selected methodology should be discussed in details along with the justification of selecting the methodology. It should include research design (Explanatory, Descriptive, Exploratory, historical research, experimental research, field research, and survey research), research approaches (qualitative, quantitative), study area, study population, sample selection (sample selection methods), sample size, methods of data collection (Key Informant Interview, Focused Group Discussion, Questionnaire schedule, observation) and data analysis. Possible frame may be 3.1 Research Design 3.2 Selection of the Study Area 3.3 Nature and Sources of Data 3.4 Universe and Sampling Procedure 3.5 Data Collection Tools/Techniques 3.5.1 Interview Schedule/Questionnaire 3.5.2 Observation (Participant or Nonparticipant) 3.5.3 Key Informants Interview/FGD 3.5.4 Case Study/Content Analysis/GS/PRA/RRA 3.6 Data Analysis and Presentation 3.7 Reliability and Validity of the Data.
4. Instrumentation and Scaling should be carefully checked in line with research philosophy. Research onion may be a tool for effective application.

This is subject to researcher and supervisor decisions

Conceptual Definition: This may be necessary to strength the theoretical framework of the study, and to ensure the validity and reliability of the study for the purpose of communicating the concepts.

Operational Definition: This should be promoted over conceptual definition whenever necessary.

Test Hypotheses A hypothesis is a conjectural statement of relations (based on the statement of the problem and the objective of the study) between two or more variables

in either negative or positive terms. It should be neither too general nor too specific. However, it should specify how the variables are related. The hypotheses thus could be formulated as null hypothesis, against alternatives.

- 5) **DATA ANALYSIS AND INTERPRETATION:** This section should present the findings of the study in logical sequences in line with the specific objectives. Descriptive Analysis and Inferential Analysis may be used for inference to get Major Findings followed by rigorous Discussion. The causal factors behind the findings should be discussed in relation to other variables under consideration in the study based on Focused Group Discussion (FGD), Key Informant Interview (KII) or literature reviews. Qualitative data may be analyzed using appropriate concept to produce new theory systematically.
- 6) **CONCLUSION AND RECOMMENDATIONS: SUMMARY, FINDING AND CONCLUSION:** Most of the report gives with brief summary before the conclusion and recommendation. Conclusion is integration of various issues covered in the body of the text. It should discuss the meaning of all of it. Conclusion includes noting any implications resulting from the discussing and making policy recommendation as well as the need for further research. Hence, the conclusion should be a logical ending to what has been previously been discussed. It must pull together all parts of the argument and refer the reader back to the focus you have outlined in your introduction and to the central topic. Never present any new information in this section. Thus, conclusion and recommendation of the study must be limited within the scope of the research. It should be based only on the findings of the study and unnecessary general conclusion and recommended must be avoided. Recommendation for further study should be provided if applicable.
- 7) **REFERENCE:** You often need to provide evidence and support your arguments while writing the research. This needs to be done by referring to earlier publications such as journals, books, reports, thesis and other materials from the internet. Hence, referencing is to give credit to the authors or organizations for using their work in your research. It provides the reader with evidence of the breadth and depth of your reading and enables them to locate the references easily. It is also necessary to avoid being accused of

plagiarism (Box 2), which is an academic offense and can have a negative impact on the evaluation of your research.

Box 2. Plagiarism

Plagiarism is the act of presenting someone else's work as your own, deliberately or even by mistake. It could be using text, data, or image not only in your research but also in the major projects, assignments, or presentations.

Plagiarism includes:

- copying other's work with or without permission
- using an assignment from different source
- cutting and pasting text or images into your own work without referencing the sources
- quoting or putting the work of others into your own words without referencing the sources
- (Source: Anglia Ruskin University, 2013)

The followings are the rules for references

All references used for the study should be cited in accordance with APA style <https://apastyle.apa.org/style-grammar-guidelines/references/examples>. The parenthetical citation must be given in content (you can give number with correspondence to the reference number in square bracket like [1]). Plagiarism is not only legally and ethically wrong; it cheapens the quality of your journey. Or use Authors initial and keep in reference in alphabetical order.

Pant, A., Mishra, A. K., Aithal, P. S. & Shrestha, B., (2026). Users' Satisfaction of Pathao Ride-sharing Service in Kathmandu. *Poornaprajna International Journal of Management, Education & Social Science (PIJMESS)*, 3(1), 28-37.
DOI: <https://doi.org/10.5281/zenodo.18301180>

Mishra, A. K., Nirubarani, J., Radha, P., Priyadharshini, R., & Mishra, S. (2025). *Artificial and Emotional Intelligence for Employee. Intellectuals' Book place.*
<https://doi.org/10.5281/zenodo.14810072>

Mishra, A. K. (2024, September 8). Harmony in innovation: Navigating global business landscapes through emerging technologies and dynamic management strategies [Conference

paper]. *Harmony in Innovation: Navigating Global Business Landscapes through Emerging Technologies and Dynamic Management Strategies*, Pune, India. <https://doi.org/10.5281/zenodo.13732119>

Mishra, A. K., Mishra, S., & Nirubarani, J. (2024). Business Prospects through Magazine Ads. In *Management of Reaching Prospect: A Call for Action* (pp. 45–250). Intellectuals' Book Palace, Kirtipur, Kathmandu. <https://doi.org/10.5281/zenodo.14561052>

All the works cited in the text should be listed alphabetically by author or authorship, regardless of the format (whether books, website, or journal articles etc.). In the case of several works from one author or source they should be listed together but in date order with the earliest work listed first.

C. Post-text: Post-text covers the sections of the research that comes after the REFERENCE and includes appendix/appendices.

Appendix: Appendix is additional information apart from the main text that is attached to the end of the research. It is basically supplementary in nature and is not stand alone. The main purpose of an appendix is to further explain and clarify the matter, which otherwise cannot be placed as a main text through there is reference to it in the main text. This provides greater details and visual examples for better understanding of the main text in the form of text, graph, or picture.

उपस्थिति
राजिनी
राजिनी