

Purbanchal University
MBA III Semester

Course Title: Entrepreneurship and Social Enterprises

Area of Study: Core

Code No: CO 531

Credit Hour: 2

LH: 32

Course Objective

This course equips MBA students with the knowledge and skills to launch and lead businesses that solve social problems profitably.

Contents:

Unit I: Introduction

LH 5

Evolution of the Concept of Entrepreneur. Meaning of terminologies: Entrepreneur, Entrepreneurship, Business Person, and Entrepreneurship Development. Characteristics of Successful Entrepreneurs. The Charms of Becoming an Entrepreneur. Functions of Entrepreneur: Entrepreneurial Functions, Managerial Functions, Promotional Functions and, Commercial Functions. The Danhof classification of entrepreneurs. Distinction between an Entrepreneur and a Manager. Difference between Entrepreneur and Intrapreneur. Social Entrepreneur. Growth of Entrepreneurship in Nepal, Entrepreneurship Competency Development (ECD) in Nepal. Institutional Support and Entrepreneurial Ecosystem in Nepal: Government Agencies--DoI, IEDI, CTEVT, and Industrial States, Specialized Agencies—FNCCI, BMOs, Consultancy Agency: Law Firm, Audit Firm, BDS providers.

Unit II: Women Entrepreneurship

LH 4

Concept of Women Entrepreneur. Problems of Women Entrepreneurs. Importance of Women Entrepreneurship. Strategies for the Development of Women Entrepreneurs: Encouraging Home-based Businesses, Widespread Business Education, Better Financial Assistance, Wider Access to Technology and Group Entrepreneurship/ Grassroots.

Unit III: Agri-preneurship, Rural, Tourism, and Technology Entrepreneurship

LH 9

Agri-preneurship: Introduction. Entrepreneurial Opportunities in Agri-business: Agriculture, Horticulture, Food Processing, Animal Husbandry, Fishery, and Biotechnology. Challenges Involved in Developing Agri-preneurship. Suggestions for Developing Agri-preneurship.

Rural Entrepreneurship: Meaning of Rural Entrepreneurship. Need for Rural Entrepreneurship. Problems of Rural Entrepreneurship. How to Develop Rural Entrepreneurship.

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Tourism Entrepreneurship: Meaning of Tourism Entrepreneurship. Tourism Enterprise, Entrepreneur and Entrepreneurship. Eco-Tourism/ Nature Tourism/ Rural Tourism.

Technology Entrepreneurship: Technology Entrepreneurship Today: Trends, Opportunities, Challenges. Five Pillars of Technology Entrepreneurship.

Unit IV: Social Entrepreneurship and Family Business

LH 4

Social Entrepreneurship: Meaning of Social Entrepreneurship. Difference between Business Entrepreneurship and Social Entrepreneurship. Key Attributes of Social Entrepreneurs. Boundaries of Social Entrepreneurship.

Family Business: Meaning of Family Business. Types of Family Business. Advantages and Disadvantages of Family Business. Major Challenges Faced by Family Business. Making Family Business More Effective.

Unit V: Opportunity Identification and Selection

LH 3

Need for Opportunity Identification and Selection. Types of Business Environment. Identification Business Opportunity: Idea Generation, Opportunity/ Product Identification. Opportunity Selection.

Unit VI: Formulation of Business Plan

LH 7

Formulation of Business Plan: Meaning and Importance of Business Plan. Contents of Business Plan. Formulation of Business Plan: General Information, Project Description, Market Potential, Capital Costs and Sources of Finance, Assessment of Working Capital Requirements, Other Financial Aspects, Economic and Social Variables, and Project Implementation. Common Errors in Business Plan Formulation.

Text Books:

Charantimath, Poornima M., Entrepreneurship Development and Small Business Enterprises, Pearson Education in South Asia, Chennai, Delhi [2nd Edition] for Unit II

Duening, Thomas N., Hisrich, Robert D., and Lechter, Michael A., Technology Entrepreneurship: Taking Innovation to Marketplace, Elsevier Inc. Academic Press, USA [2nd Edition] for Unit III.

Khanka, SS., Entrepreneurial Development, S. Chand Publishing, New Delhi [4th Edition] for Unit I, II, III, IV, V & VI.

Reference Books:

Desai, Vasant., Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, New Delhi.

Hisrich, Robert D., Manimala, Mathew J., Peters, Michael P., Shepherd, Dean A., McGraw Hill Education, New Delhi [8th Edition].

Holt, David H., Entrepreneurship: New Venture Creation, Prentice-Hall, New Delhi.

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Purbanchal University
MBA III Semester

Course Title: Research Methodology and Thesis Proposal

Area of Study: Core

Code No: CO 532

Credit Hour: 3

LH: 48

Course Objectives

The primary purpose of this course is to introduce students to know the basic concepts used in scientific social research and to acquire fundamental knowledge of overall research process, specifically, the quantitative and qualitative methods for conducting research in management/business. This course also aims to skill individual students in developing a viable research proposal.

Course Description

The course introduces the basic concepts and terminologies, the fundamental research methods as they relate to the modern practice of management/business and to academic research. The emphasis of the course is therefore on developing knowledge and skill on problem definition, formulation of research objectives, choosing appropriate research design, adopting suitable sampling technique, using best measurement, and scaling techniques, preparing research proposal, execute it by using suitable data collection tools and techniques, analyze data as per objectives and writing the research report. The course thus enables students to develop their understanding of research methods, and confidence in planning, execution and reporting research.

Contents:

UNIT I: Foundations of Research

L.H. 8

Introduction: The concept of research; Research as a scientific process; The concept of Social Science research. Differences between Management research and Business research

Theoretical Foundations: The nature and types of research; Epistemological and ontological paradigms in business research; Positivism and interpretivism, Deductive and inductive theories in research

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Research strategy: quantitative and qualitative research, mixed methods research; Pure and applied research; Importance of research in business/management decision making

Three phases of research: Planning, Execution and Reporting phases

Ethical issues in business and management research

UNIT II: Literature Review and Theoretical Framework

L.H. 5

Purpose and phases of literature review

Critical analysis and gap identification

The research problem: Identification of research problem; Formulation of research problem; theoretical framework of research; developing conceptual framework for research

Objectives and hypotheses: research questions, objectives and hypothesis formulation.

UNIT III: Research Design

L.H. 6

Introduction: Definition; elements of a research design

Classification of research design: descriptive, survey, longitudinal, cross-sectional, case study, causal-comparative and experimental research designs; criteria for good research design

Qualitative research designs- concept, basic assumptions, types, and features; Differences between quantitative and qualitative research designs. Concept of research onion model.

UNIT IV: Measurement, Scaling and Sampling

L.H. 6

Variables: Definition and their types; Measurement levels and scales, attitude measurement and scale construction (Special focus on Likert type scales); classification of scaling techniques; validity and reliability of a scale

Sampling: Concept and objectives of sampling, Probability and non-probability sampling techniques; Sampling and non-sampling errors; Sample size determination in quantitative research.

UNIT V: Data Collection and Analysis

L.H.15

Data: Nature and types; Primary and secondary data, The linkage of question, variable and data

Data Collection Methods: Survey method, Individual Interview, Key informant interview, In-depth interview, Focus group discussion

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Data collection tools: Interview schedule, questionnaire, Interview guideline, Focus group discussion guideline

Questionnaire construction: Guidelines; Qualities of good questionnaire

Other qualitative data collection methods: Ethnography, Participant observation

Other modern techniques of data collection: Use of Internet and websites to collect data from individuals and institutions; web surveys, e-mail surveys

Data editing and Preparation: Data entry, editing and cleaning process, use of computer software

Data analysis: Concept of Univariate descriptive analysis (Frequency distribution, modal value, median and mean values, standard deviation, quartiles and range, nature of frequency distribution); Concept Bivariate descriptive analysis (Cross tabulation, association measures using Chi-square); Inferential statistics: Testing of hypothesis (Common parametric and non-parametric tests); Basic idea of analyzing qualitative data (transcription and data management, classification of information, generating codes, thematic coding and content analysis)

UNIT VI: Writing Research Proposals and Research Reports

LH 8

Research proposals: Types and components of a research proposal; General outline of academic research proposal

Research reports: Components of a research report (components within the preliminary pages, main body and annexes); conventions of academic writing

Referencing and citation: APA style of citation and referencing (knowledge and use of APA 7th guidelines in thesis proposal and thesis writing)

Research Proposal Development

Apart from passing the final examination of this subject, it is mandatory for each student to develop a research proposal in the subject area in the prescribed format and get it approved from concerned college authority to complete this course. The concerned student shall utilize the learning outcomes to execute research and write thesis in the fourth semester, which is also mandatory for completion of MBA degree.

References

Bryman. A. and Bell, E. 2015. Business Research Methods. Oxford University Press, New Delhi.

Cooper, D.R. and Schindler, P.S. 2013. Business Research Methods. Tata McGraw Hill, New Delhi.

Cooper



Chawla, Deepak, and Sondhi, Neena.2016. Research Methodology: Concept and Cases. Vikas Publishing. India.

Flick, U. 2023. An Introduction to Qualitative Research. New Delhi: Sage Publications India Pvt. Ltd.

Kothari, C. R. 2004. Research Methodology: Methods and Techniques. New Delhi: New Age International (P) Limited.

Sekaran, Uma and Bougie, Roger. Research Methods for Business: A Skill Building Approach. John Wiley & Sons.

Wolf, H. K. and Pant, P. R. 2005. Social Science Research and Thesis Writing (Fourth Edition). Kathmandu: Buddha Academic Enterprises.

Zikmund, W.G., Babin, B. J., Carr, J. C. and Griffin, M. 2013. Business Research Methods, Cengage Learning Thompson, New Delhi.

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Purbanchal University
MBA III Semester

Course Title: Information Technology Management

Area of Study: Core

Code No: CO 533

Credit Hour: 3

LH: 48

Course Contents

Unit I: Introduction to Information Technology Management **LH 3**

Introduction to IT Management: Overview and Characteristics of IT Management, Evolution of IT management practices, Role and functions of IT managers

Strategic Significance of ITM in the Digital Economy: Understanding digital transformation, Impact of ITM on business competitiveness

Aligning IT with Business Objectives: Importance of aligning IT strategies with organizational goals, Strategies for effective alignment, Impact of ITM on Organizational Performance

Unit II: Server Management **LH 12**

Introduction to Server Management: Overview of server architecture and components, Types of Server, Objectives of Server Management, Importance of Server Management in business operations

Overview of Cloud Computing: Definition and characteristics of cloud computing, Traditional Server Management vs Cloud Computing, Advantages and disadvantages of Cloud Computing over Traditional Server Management

Cloud Service Models: IaaS, PaaS, SaaS and their applications

Cloud Deployment Models: Public, Private, Hybrid and their benefits

Best Practices in Cloud-Based Server Management: Security considerations, data backups strategies in Cloud Computing, Performance optimization techniques

Monitoring and Optimization of Server Performance: Importance of monitoring server performance, Basic techniques for monitoring server health and performance, Optimizing server performance through resource allocation and management

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Introduction to Server Security: Common security threats to servers, Basic security measures for protecting server infrastructure, Importance of regular updates and patches for server security

Unit III: Database Management

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Overview, functions of DBMS, and Importance of databases in modern organizations.

Introduction to Relational Databases: Overview of relational databases, tables, and relationships, its importance in modern applications.

MySQL Overview: Introduction to MySQL as an open-source RDBMS,

Basic SQL Queries: DDL, DML, Index, Trigger

Concepts and Implementation of Database Clustering: Explanation of database clustering and its benefits, Implementation strategies for database clustering, Clustering and High availability solutions for database systems.

Fault Tolerance and Redundancy in Database Systems: Importance of fault tolerance in database systems, implementing redundancy for data reliability

Database Management for Business Continuity: Disaster recovery planning for databases, Backup and restore strategies

Unit IV: IT Governance

LH 7

Overview and key aspects of IT governance

Types of IT Governance (Value Delivery, Strategic Alignment, Performance Management, Resource Management, Risk management)

Frameworks for IT Governance (e.g., COBIT, ITIL, CMMI): Overview of popular IT governance frameworks, Understanding the components and structure of each framework

Roles and Responsibilities in IT Governance Compliance and Risk Management in IT Governance

Unit V: IT Infrastructure Management

LH 5

Components of IT Infrastructure (Hardware, Software, Networks)

Capacity Planning and Scalability: Techniques for capacity planning in IT infrastructure, Strategies for ensuring scalability to meet future demands, Processes and practices for effective IT service delivery.

IT Service Management and its four dimensions Incident, Problem, and Change Management



Unit VI: Building Strong Relationships with Business

LH 6

Understanding Business Requirements and Goals: Aligning IT initiatives with organizational objectives.

Effective Communication with Business Stakeholders: Importance of clear and effective communication; Strategies for communicating technical concepts to non-technical stakeholders

Collaboration between IT and Business Departments: Cross-functional teams for collaboration, and their importance

Strategies for Aligning IT Initiatives with Business Needs: Developing IT strategies that support business objectives, IT initiatives to align with changing business priorities

Unit VII: Developing and Delivering IT Strategy for Business Value

LH 6

Identifying organizational objectives and priorities

IT strategies that contribute to achieving business goals

IT Trends on Business and Their Impact on Business

IT Portfolio Management and Investment Prioritization: IT Management investments and its importance, Prioritizing IT projects based on strategic alignment and ROI

Measuring and Communicating IT Value to Stakeholders: Metrics for evaluating the value of IT initiatives, Communicating IT value to business stakeholders and its importance.

Text Books:

- Carol V. Brown , Daniel W. DeHayes, Jeffrey A. Hoffer, and Wainwright E. Martin "Managing Information Technology: What Managers Need to Know, Pearson Publication.

Reference Books:

- Efraim Turban, Linda Volonino, and Gregory R. Wood "Information Technology for Management: Advancing Sustainable, Profitable Business Growth".
- James D. McKeen and Heather A. Smith, "IT Strategy: Issues and Practices".

Laboratory works:

The lab activities under this subject should accommodate at least the following:

- Local installation of MySQL & SQL basic queries
- AWS/Azure Configuration, EC2 instance creation, Database Server Configuration
- Add Storage disk to EC2 instance
- Monitoring Network issues and disk issues

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Purbanchal University
MBA III Semester

Course Title: Marketing Research

Area of Study: Marketing Specialization (Specialization I)

Code No: SM 531

Credit Hour: 2

LH: 32

Course Objective

The objective of this course is to equip MBA students to become critical thinkers who can design, execute, and interpret market research to inform strategic marketing decisions.

Contents:

Unit I: Comprehensive Overview of Marketing Research and Decision-Making LH 6

Concept of Marketing. Concept of Research. Definition of Marketing Research. Nature of Marketing Research. Objectives of Marketing Research. Scope and Coverage of Marketing Research. Features of Good Marketing Research.

Major Types of Marketing Research with Sub-types. Marketing Performance Research. Product Research. Promotion Research. Distribution Research. Pricing Research. Limitations of Marketing Research. Stages in Marketing Research Process. Decision-Making Process.

Marketing Information System (MkIS): Kinds of Marketing Information System. Meaning of Hypothesis. Types of Hypothesis: Descriptive and Relational Hypothesis. Formulation of Hypothesis. Type of Errors: Alpha and Beta.

Unit II: Essential Concepts of Research Design and Sampling Techniques LH 9

Definition of Research Design, Components of Research Design. Types of Research Design: Exploratory Research Design: (a) Literature Research, (b) Experience Survey, (c) Focus Group, and (d) Case Study. Conclusive Research: (a) Descriptive Research Design, Difference between Exploratory Design and Descriptive Design—Longitudinal (panel) method and Cross-Sectional Design, (b) Experimental Design—Features of Experimental Design (i) Laboratory Experiments, (ii) Field Experiments. (c) Causal Research.

Sampling Design: Census Method: Advantages and Disadvantages. Sampling Method: Sampling in Marketing Research. Methods or Types of Sampling: (a) Probability Sampling—Simple Random Sample, Stratified Sample, Cluster Sample, Systematic Sampling, Area Sampling, and Multistage Sampling, (b) Non-Probability Sampling: Convenience Sample, Judgement Sample, Quota Sample, Purposive Sample, and Haphazard Sampling, Other Forms of Non-Probability Sampling—Focus Group Interview Samples, Shop Intercept Samples, and Controlled Panel Samples. Sampling Errors. Non-Sampling Errors.

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Size Decisions. Uses of Probability Sampling Approach. Uses of Non-Probability Approach. Characteristics of a Good Sample Design.

Unit III: Primary and Secondary Sources of Data

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Types of Primary Data. Primary Data Collection Methods: Passive Methods and Active Methods. Methods of Obtaining Primary Data. Survey Method of Collection of Data. Observation Method. Consumer Purchase Panel Method. Experimental Research Method. Secondary Sources of Data: Internal Sources. External Sources. Search for Secondary Data.

Unit IV: Measurement and Scaling, Questionnaire Designing, and Personal Interview Method

LH 6

The Concept. Scales of Measurement/ Types of Scale: Nominal, Ordinal, Interval, and Ratio Scales. Commonly Used Scaling Methods in Rating and Attitude Scale: Rating Scale—Graphic, Itemized, Comparative, Paired Comparison, Constant-Sum, and Fractional Rating Scale; Attitude Scales: Likert, Semantic Differential, Stapel, Thurstone, Scalogram Analysis.

Validity Assessment: Content Validity, Construct Validity and Criterion Validity. Reliability Assessment: Stable Approach, Internal Consistency Method, and Equivalence Approach.

Questionnaire Designing: Types of Questionnaire, Questionnaire Construction: Direct and Indirect Questions. Precautions in Designing Questionnaire. Pretesting of Questionnaire. Problem of Response: Factor Affecting Response and Methods to Improve Response. Reliability and Validity of Questionnaire.

Conditions for Successful Interview. Interviewer's Task. Methods of Improving Interview Effectiveness. Informal Interviewing. Interview Errors.

Unit V: Processing, Analysis, Interpretation of Data and Report Writing

LH 5

Processing of Data: Editing and Coding, Establishing Categories, Counting for Tabulation, Univariate Tabulation, and Bivariate/ Multivariate Tabulation. Analysis of Data. Percentages of Proportion. Measures of Central Tendency. Measures of Dispersion. Other Measures:

Factor Analysis, Cluster Analysis, and Conjoint Analysis.

Interpretation of Data: Meaning of Interpretation, Precautions in Interpretations. Fallacies. Report Writing: Purpose of Report. Classification of Reports. Types of Report. Report Outline. Principles of Report Preparation.

Unit VI: Application of Marketing Research

LH 3

Classification of Marketing Research: Consumer Research, Market Research, Product Research, Services Research, Sales Research, Distribution Channel Research, Advertising Research, Pricing Research, Physical Distribution Research, Global Marketing (Export-Import) Research, Financial Research, Post Transaction Research, Services Research.

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Classification of Services. Export Research: Scope of Export Marketing Research. Financial Research: Investor Research and Client Research.

Text Books:

Sumathi, S. and Saravanavel, P, Marketing Research and Consumer Behavior, Vikas Publishing House Pvt Ltd., New Delhi [First Reprint 2018].

Tull, Donald S. and Hawkins, Del I, Marketing Research: Measurement and Method, Prentice-Hall, New Delhi [6th Edition].

Reference Books:

Boyd, Harper W. Jr., Westfall, Ralph, and Stasch, Stanley F, Marketing Research: Text and Cases, AITBS Publishers, New Delhi.

Nair, Suraj R., Marketing Research (Text with Cases), Himalaya Publishing House, Mumbai [2nd Revised Edition]

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**Purbanchal University,
MBA III Semester**

Course Title: Product and Brand Management

Area of Study: Marketing Specialization (Specialization II)

Code No: SM 532

Credit Hour: 2

LH: 32

Course Objectives:

The objective of this course is to make students understand fundamentals of Product and Brand Management and aware of competition at product level as well as brand level. The course covers Product Management aspect from competition point of view and from New Product Development and Innovation point of view. The Brand Management course covers the principles of Branding, role of brands, elements and components of brands, brand equity, etc. so as to make students understand implications of planning, implementing and evaluating Branding Strategies. The course aims to enhance students' ability to apply creative and critical strategies and tactics involved in developing, positioning, leveraging and managing a product and a brand.

Contents

Unit I: Product Development and Product Management

LH 8

Product: Meaning, Types; Product Personality; Product Line and Mix; Product Life Cycle & Product Portfolio.

Product Management & New Product Development: New Product Development Process, New product Strategy, Commercialization; Managing Growth; Managing the Mature Product.

Unit II: Brand Management

LH 8

Brand: Meaning. Brand Development: extension, rejuvenation, re-launch; Concept of Brand Equity; Creating Brands in a Competitive Market; Brand Positioning and Brand Associations; Using Brand Elements to create Brand Equity; Leveraging Secondary Brand Associations; Creating Ethical Brand.

Unit III: Growing and Sustaining Brand Equity

LH 8

Designing and Implementing Branding Strategies; Launching Brand Extensions for Products; Managing Brands Over Time and Geographic Boundaries; Developing a Brand Equity Management System; Measuring Sources of Brand Equity; Brand Equity measurement approaches.

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Unit IV: Brand Growth and Brand Futures: Technology and innovation in Branding Strategies **LH 8**

Brand Architecture and Brand Hierarchy; Brand Extensions; Consumer Engagement and its Dimensions; Big Data and Consumer Analytics; Measuring and Facilitating Consumer Engagement; Neuro marketing and Branding.

Suggested Readings:

Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.

Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition.

Reference Books:

Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH

Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson

Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited

Building Brand Value: Five Steps of Building Powerful Brands, M. G. Parameswaran, 2006, New Delhi: Tata McGraw Hill

Brand Management, H. V. Verma, 2004, New Delhi: Excel Books

Strategic Brand Management: Developing and Marketing Successful Brands. Sotiris T. Lalaounis. Routledge, 2021.

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Course Title: Financial Theory and Corporate Policy
Area of Study: Finance Specialization (Specialization I)
Code No: SF 531
Credit Hour: 2
LH: 32

Course Objectives:

The objective of this course is to enable the students to understand financial theory, empirical evidence, and applications and provide an appreciation for their significance in the real world so developing the skills required for conducting research in finance.

Contents:

Unit I: Introduction

LH.3

Overview of nature of corporate finance, Finance functions, Goals of financial management, Concepts and Practice of agency theory within the corporation, Empirical evidences on financial management practices.

Unit II: Financial ratios as predictors of corporate failure

LH.5

Overview of financial statements and financial ratios; financial ratios as predictors of corporate failure, empirical evidences on financial ratios as predictors of corporate failure.

Unit III: Theory of Choice

LH.5

Five Axioms of Choice under Uncertainty, Developing utility function, Establishing a definition of risk aversion, Stochastic Dominance, Using mean variance as choice criteria, A mean variance paradox, Recent thinking and empirical evidence.

Unit IV: State Preference Theory

LH 5

Meaning, Uncertainty and Alternative Future States, Definition of Pure Securities, Complete Capital Market, Deviation of Pure Security Prices, Optimal Portfolio Decisions, The Efficient Set with Two Risky Assets, Firm Valuation, The Fisher Separation Principle, and Optimal Investment Decisions.

Unit V: Portfolio Theory & Market Equilibrium

LH. 10

Overview of portfolio theory: Mean & variance single asset and portfolio, Correlation & covariance, The portfolio opportunity set, The efficient set, Selection of optimal portfolio, Market equilibrium (the CML), The capital asset pricing model (SML), The CAPM: applications & evidences, Portfolio beta, Required return on securities, The CAPM and the market return on risky debt, CAPM and cost of equity, CAPM and WACC, CAPM and

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capital budgeting, CAPM & investment decision, Factors affecting beta, Empirical evidences on CAPM, Arbitrage pricing theory: macroeconomic variables related to the APT, Difference between the CAPM and the APT, Current status of the APT.

Unit VI: Dividend policy

LH 4

Overview of dividend policy, Dividend policy theories, The signaling effect of dividend announcement, Empirical evidences and applications.

References:

Thomas E. Copeland, J. Fred Weston and Kuldeep Shastry, *Financial Theory and Corporate Policy*, Pearson Education.

Eugene F. Brigham, and Michael C. Ehrhardt, *Financial Management: Theory and Practice*, Thomson Asia, Singapore

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Purbanchal University
MBA III Semester

Course Title: Capital Structure

Area of Study: Finance Specialization (Specialization II)

Code No: SF 532

Credit Hour: 2

LH: 32

Course Objectives: This course aims to provide the graduates with an understanding of the concept and principles of capital structure and thus develop analytical skill particularly in taking appropriate capital structure decision.

Contents

Unit I: Introduction.

LH 3

Concept and Meaning of CSM, Capital structure decisions and maximization of shareholders' wealth; Distinction between financial structure and capital structure; Optimal capital structure: significance, goals, and features; Considerations in designing appropriate capital structure.

Unit II: Intermediate Financings

LH 5

Term loans: Characteristics of bank term loan, Terms of loan, loan installment and repayment schedule; Lease financing: significance, types of leasing (operating, financial, sales and lease back, direct), determination of lease rent by lessor; Leasing versus owning decision (present value cost and IRR method of analysis).

Unit III: Common Stock Financing

LH 5

Rights of holders of common stock; Nature of voting rights: cumulative and non-cumulative voting; Preemptive right; Use of rights in financing: value of rights and effect on shareholders' wealth, Issue of Common Stocks (IPO), Process of IPO, Functions of Investment Bankers, The Investment Banking Process.

Unit IV: Refunding Operation

LH 4

Concept, Process of Refunding decision of debt and preferred stock under present value approach.

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Unit V: Warrants and Convertibles

LH 7

Meaning of warrants; Characteristics; Valuation of warrants and use of warrants in financing; Meaning of convertibles; Rationale for the use of convertibles; Conversion ratio and conversion price ; Conversion value; call policy on convertibles; Convertibles and their effect on capital structure.

Unit VI: Theory of Capital Structure

LH 8

Introduction; Approaches to Capital Structure: NI Approach, NOI Approach, and Traditional Approach; Modigliani and Miller Approach (Without Taxes, With Corporate and personal taxes; Effect of bankruptcy costs and agency costs); Asymmetric Information and Financial Signaling, Pecking Order Theory; Empirical Evidence Concerning Capital Structure.

References:

Van Horne, James C., **Financial Management and Policy**: PHI, New Delhi

Weston, J. Fred and Thomas E. Copeland, **Managerial Finance**: The Dryden Press, NY.

Copeland, T.E., Weston, J.F., Shastri, K., & Katz, J.M., **Financial Theory and Corporate Policy**: Pearson, New Delhi.

Gautam, R.R and Thapa K., **Capital Structure Management**: Asmita, Nepal.

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Course Title: Team Building and Conflict Management
Area of Study: HRM Specialization (Specialization I)
Code No: SH 531
Credit Hour: 2
LH: 32

Course Objectives:

The objective of this course is to familiarize the students with the dynamics of team building and conflict management and negotiation skills in the workplace and to impart them relevant skills of effective team building and conflict management strategies and styles in the organization.

Contents

Unit I: Team

LH 3

Concept of Team, Importance of Teamwork, Types of Team, Characteristics of an effective Team

Unit II: The Four Cs of Team Development

LH 5

The Search for the High-Performing Team; Context: Laying the Foundation for Team Success; Composition: Getting the Right People on the Bus; Competencies: Developing Team Skills for High Performance Change: Devising More Effective Ways of Working Together Bringing the Four Cs Together: Designing a Team-Building Program

Unit III: Solving Specific Problems through Team Building

LH 5

Managing Conflict in the Team; Overcoming Unhealthy Agreement; Reducing Conflict Between Teams; Leading Innovative Teams; The Challenge of Team Building for the Future

Unit IV: Introduction to Conflict

LH 5

Concept of conflict; Levels and types of conflict; Common Sources of and Response to Conflict in the Workplace; Benefits and Challenges of Conflict

Unit V: Conflict Resolution, Negotiations, and Labour Relations

LH 5

The Conflict process; Approaches to conflict; Conflict resolution strategies; Negotiation: Concept, process; Labour Relations

Unit VI: Interpersonal Relationships and Group Dynamics

LH 5

Interpersonal Relationships at Work; Small Group Dynamics; Collaboration, Decision-Making and Problem Solving in Groups; Working in Diverse Teams; Conflict Management Strategies for Groups and Teams

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Unit VII: Personality and Conflict Styles

LH 4

Personality; Cognitive and Personal-Social Dispositions; Types of Deviant Workplace Behaviour; ABCs of Conflict

References

Laura Westmaas and Krista Carson: Conflict Management, Fanshawe College Pressbooks, London.

Shay and Margaret McConnon: Conflict Management in the workplace, Published by How to Content, A division of How To Books Ltd, Spring Hill House, United Kingdom.

Susan S. Raines: Conflict Management for Managers, Second Edition, Published by Rowman & Littlefield An imprint of The Rowman & Littlefield Publishing Group, Inc.

W. Gibb Dyer Jr., Jeffrey H. Dyer, and William G. Dyer: Team Building, Fifth Edition, Jossey-Bass, A Wiley Imprint.

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Course Title: Industrial Relations and Labour Legislation

Area of Study: HRM Specialization (Specialization II)

Code No: SH 532

Credit Hour: 2

LH: 32

Course Objectives:

The course prepares the students to grasp and apply the principles of Industrial Relations and develop an awareness of the significance of industrial peace, causes of various labor relations, conflict and its techniques and resolution.

Contents:

Unit I: Industrial Relations

LH 4

Concept, Purpose, Actors of Industrial Relations, Evolution of Industrial Relations, Approaches to Industrial Relations.

Unit II: Trade Unions

LH 5

Concept, Objectives of Trade Unions, Types of Trade Union, Functions of Trade Unions, Trade Union in Nepal.

Unit III: Industrial Conflict

LH 5

Concept, Causes and Impact of Industrial Conflict and Strike, Types of Conflict, Prevention and Settlement of Industrial Conflict

Unit IV: Worker's Participation in Management

LH 5

Concept, Goals, Level and Forms of Worker's Participation in Management, Worker's Participation in Management in Nepal.

Unit V: Labor Welfare and Social Security

LH 4

Concept and Objectives of Labor Welfare, Types of Labor Welfare Program, Concept and Method of Social Security, Labor Welfare and Social Security in Nepal.

Unit VI: ILO and Nepal

LH 4

Introduction to ILO, Governing Principles and Objectives of ILO, Functions and Activities of ILO, Structure of ILO, Labor Standards, ILO and Nepal.

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Unit VII: Labor Laws and Legislation

LH 5

Labor Act, Trade Union Act, Labor Law of Nepal

References

Mamoria, C.B., S. Mamoria and S.V. Gankar, *Dynamics of Industrial Relations*, Mumbai: Himalaya Publishing House.

Monappa, Arun, *Industrial Relations*, New Delhi, Tata McGraw-Hill Publishing House
ILO, *Labor Administration, A profile on Nepal*, Kathmandu: ILO Office

Shyam B Katuwal, *Management of Industrial Relations*, Molung Foundation, 2011

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Course Title: Inventory and Warehouse Management

Area of Study: Operation and Supply Chain Management Specialization (Specialization I)

Code No: SO 531

Credit Hour: 2

LH: 32

Course Objective:

The Objective of the course is to create academic work with integrity in Inventory and Warehouse Management and efficiently apply Inventory and Warehouse Management principles. It also aims to apply knowledge of Inventory and Warehouse Management in industry and service improvement and systemically analyze problems and propose solutions in Inventory and Warehouse Management.

Course Details:

Unit I: Introduction

LH 5

Concept and Meaning of Warehouses; Needs, Characteristics and Functions of Warehouses; Supply Chain Impact on Stores and Warehousing, Retail Logistics, Reverse Logistics, Retail Transportation, Issues in Retail Logistics, Different Types of Customers in Warehousing, Importance of Warehouse in a Value Chain, Warehouse Location, Modern Warehouse Operations, World class Warehousing.

(Case Study)

Unit II: Role of Warehouse in Retail

LH 6

Introduction, Objectives, Retailing and Warehousing, Challenges in Retail Warehousing, Warehousing in fashion retail, setting up a Warehouse, Retail product Tracking in Warehouse using RFID, Types of Warehouses, Benefits of Warehousing, Role of Government in Warehousing, Characteristics of an Ideal Warehouse, Storing Products in a Warehouse, Warehousing and Supply Chain Technology; Warehouse Mechanical Handling Equipment and Automation; Warehouse Costs; Warehouses and the Environment.

(Case Study)

Unit III: Warehouse Management System

LH 7

Concept of Warehouse Management System, Material Handling System, Principles and Performance Measure of Material Handling System; Material Handling Equipment; Automated Storage and Retrieval System, Warehouse Location Selection, Space Calculation and Layout Design; Core and Supporting Activities in Warehouse; Cold Chain.

(Case Study)

CS/ho



Unit IV: Inventory Management

LH 7

Concept of Inventories and Inventories Management, Role of Inventory in Supply Chain; Role in the Corporate Strategy; Functions of Inventory; Economic Order Quantity and Safety Stock; Methods of Controlling Stock Levels; Analyzing the requirements; Product Classification; Demand Analysis; Product Coding, ABC Analysis; Item Groupings for Inventory Management; Inventory Management Essentials; Inventory Costs and Service; Lead time; Demand Forecasting; Setting the Inventory Management Parameters; Inventory and Statistics; Ethics in Inventory and Warehouse Management.

(Case Study)

Unit V: Stock Control, Verification and Reporting

LH 7

Stock Record Transactions; Inventory Receipts; Inventory Issues; Stock Management; Identifying Inventory; Surplus and Obsolescent Stock; Stock Control and Records; Stock Accuracy; Stock Checking Programs; Physical Counting of Stocks; Role of Inventory Manager or Stock Controller; Performance Reporting.

(Case study)

References:

J. P. Saxena, **Warehouse Management and Inventory Control**, Vikas Publishing House, 2003

James A. Tompkins, Jerry D. Smith, **The Warehouse Management Handbook**, second edition, Edward Brothers

P. M. Price and N. Harrison, **Warehouse Management & Inventory Control**, Second Edition, Access Education.

Max Muller, **Essentials of Inventory Management**, AMACOM

G. S. Ho



Course Title: Designing and Managing Supply Chain

Area of Study: Operation and Supply Chain Management Specialization (Specialization II)

Code No: SO 532

Credit Hour: 2

LH: 32

Course Objective:

The aim of this course is to give the students intermediate knowledge in the supply chain management, with an emphasis on terminology and basic decision problems. The course will cover core subjects dealing with supply chain management and management of different logistics processes within the organization. The students will learn theoretical skills in operational management focused on decisions made by upper level managers in an organization with main focus on supply chain structures and on issues of cooperation and coordination among members in the supply chain.

Contents

Unit 1: Logistics and the Supply Chain

L.H. 6

1. Introduction
 - 1.1.1 Definitions and concepts
 - 1.1.2 Supply chain: structure and tiering
- 1.2 Material flow and information flow
 - 1.2.1 Material flow
 - 1.2.2 Information flow
- 1.3 Competing through logistics
 - 1.3.1 Hard objectives
 - 1.3.2 Supportive capabilities
 - 1.3.3 Soft objectives
 - 1.3.4 Order winners and qualifiers
- 1.4 Logistics strategy
 - 1.4.1 Defining 'strategy'
 - 1.4.2 Aligning strategies
 - 1.4.3 Differentiating strategies
- 1.5 7- R for efficient SCM - Right material, Right quantities, Right condition, Right place, Right time, Right customer, Right cost
- 1.6 Value chain (Porter's model)
- 1.7 Theory of constraints (TOC)

Exhs



Unit 2: Putting the end-customer first

L.H. 5

2. Introduction

- 2.1 The marketing perspective
 - 2.1.1 Rising customer expectations
 - 2.1.2 The information revolution
- 2.2 Segmentation
- 2.3 Quality of service
 - 2.3.1 Customer loyalty
 - 2.3.2 Value disciplines
 - 2.3.3 Customer relationship management (CRM)
 - 2.3.4 Measuring service quality
- 2.4 Setting priorities for logistics strategy
 - 2.4.1 Step 1: Diagnose current approach to market segmentation
 - 2.4.2 Step 2a: Understand buying behavior
 - 2.4.3 Step 2b: Customer value analysis
 - 2.4.4 Step 3: Measure logistics strategy driver
 - 2.4.5 Step 4: Specify future approach to market segmentation

Unit 3: Managing the lead time frontier

L.H. 6

3. Introduction

- 3.1 The role of time in competitive advantage
 - 3.1.1 Time-based competition: definition and concepts
 - 3.1.2 Time-based initiatives
 - 3.1.3 Time-based opportunities to add value
 - 3.1.4 Time-based opportunities to reduce cost
 - 3.1.5 Limitations to time-based approaches
- 3.2 P:D ratios and differences
 - 3.2.1 Using time as a performance measure
 - 3.2.2 Using time to measure supply pipeline performance
 - 3.2.3 Consequences when P-time is greater than D-time
- 3.3 Time-based process mapping
 - 3.3.1 Stage 1: Create a task force
 - 3.3.2 Stage 2: Select the process to map
 - 3.3.3 Stage 3: Collect data
 - 3.3.4 Stage 4: Flow chart the process
 - 3.3.5 Stage 5: Distinguish between value-adding and non-value-adding time
 - 3.3.6 Stage 6: Construct the time-based process map
 - 3.3.7 Stage 7: Solution generation
- 3.4 Managing timeliness in the logistics pipeline
 - 3.4.1 Strategies to cope when P-time is greater than D-time
 - 3.4.2 Practices to cope when P-time is greater than D-time
- 3.5 A method for implementing time-based practices
 - 3.5.1 Step 1: Understand your need to change
 - 3.5.2 Step 2: Understand your processes
 - 3.5.3 Step 3: Identify unnecessary process steps and large amounts of wasted time

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- 3.5.4 Step 4: Understand the causes of waste
- 3.5.5 Step 5: Change the process
- 3.5.6 Step 6: Review changes
- 3.5.7 Results

Unit 4: Supply chain planning and control

L.H. 6

4. Introduction

- 4.1 The supply chain 'game plan'
 - 4.1.1 Planning and control within the focal firm
 - 4.1.2 Managing inventory in the supply chain
 - 4.1.3 Inter-firm planning and control
- 4.2 Just-in-time (JIT)
 - 4.2.1 The just-in-time system
 - 4.2.2 JIT and material requirements planning (MRP)
- 4.3 Lean thinking
 - 4.3.1 The seven wastes
 - 4.3.2 Application of lean thinking to business processes
 - 4.3.3 Role of lean practices
 - 4.3.4 Design strategies
 - 4.3.5 Lean product design
 - 4.3.6 Lean facility design

Unit 5: The agile supply chain

L.H. 4

5. Introduction

- 5.1 The concept of agility
 - 5.1.1 Demand characteristics and supply capabilities
 - 5.1.2 Classifying operating environments
 - 5.1.3 Preconditions for successful agile practice
- 5.2 Agile drivers and practices
 - 5.2.1 Joint decision making to improve external network integration
 - 5.2.2 Developing measures to put the end-customer first
 - 5.2.3 Shared goals to improve virtual integration
 - 5.2.4 Boundary-spanning SOP to improve process integration

Unit 6: Integrating the supply chain

L.H. 5

6. Introduction

- 6.1 Integration in the supply chain
 - 6.1.1 Internal integration: function to function
 - 6.1.2 Inter-company integration: a manual approach
 - 6.1.3 Electronic integration
- 6.2 Efficient consumer response (ECR)
 - 6.2.1 Category management
 - 6.2.2 Continuous replenishment
 - 6.2.3 Enabling technologies
- 6.3 Collaborative planning, forecasting and replenishment (CPFR)
 - 6.3.1 Benefits of electronic collaboration

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- 6.4 Vendor-managed inventory (VMI)
 - 6.4.1 How VMI works
 - 6.4.2 Potential benefits
 - 6.4.3 Potential problems in setting up a VMI system
- 6.5 Quick response (QR)
 - 6.5.1 JIT/QR relationship
 - 6.5.2 Role of enabling technologies
- 6.6 Managing supply chain relationships
 - 6.6.1 Creating closer relationships
 - 6.6.2 Factors in forming supply chain relationships

References

Alan Harrison and Remko van Hoek (2011), Logistics Management and Strategy – Competing Through the Supply Chain, Fourth Edition, Pearson Education Limited, England, Prentice Hall Publication.

Shah, Supply Chain management: Text and Cases, Pearson Education India, 2009

Langley, C. J; and Coyle, J. J. (2008), Managing supply chains: A Logistics Approach; South-Western / Cengage Publication

Casho



Course Title: Organizational Design and Change

Area of Study: Elective III

Code No: EL 535

Credit Hour: 2

LH: 32

Course Objectives:

This course discusses creating an organizational design that enhances organizational effectiveness by highlighting three issues: (a) environment that affects organization; (b) factors that should be considered while creating organizational structure; and, (c) devising organizational conducive culture.

Contents:

Unit I: The Organization and its Environment

LH 8

Organizations and Organizational Effectiveness

Stakeholders, Managers, and Ethics

Organizing in a Changing Global Environment

Unit II: Organizational Change

LH 4

Types and Forms of Organizational Change

Organizational Transformations: Birth, Growth, Decline and Death

Unit III: Organizational Development and Design

LH 10

Basic Challenges of Organizational Design

Designing Organizational Structure – Authority and Control

Designing Organizational Structure – Specialization and Coordination

Unit IV: Organizational Culture

LH 4

Creating and Managing Organizational Culture

Organizational Design and Strategy in a Changing Global Environment;

Unit V: Organizational Decision-making in changing environment

LH 6

Decision Making, Learning, Knowledge Management, and Information Technology

Innovation, Intrapreneurship, and Creativity

Managing Conflict, Power, and Politics

Reference Books:

Jones, Gareth R., Organizational Theory, Design, and Change, Pearson Education, Inc., Boston.

Richard L. Daft, Organization Theory and Design, South-Western Cengage Learning, United States of America



Course Title: Project Management

Area of Study: Elective III

Code No: EL 536

Credit Hour: 2

LH: 32

Course Objectives:

The main objectives of this course is to make students familiar with the concept and practice of project selection, planning and controlling of projects and also make them aware with basic tools and techniques for managing project under different environments.

Contents:

Unit I: Introduction to Project & Project Management **LH 3**

Definition of project, role of project, project management and need to use project Management in organization, project management life cycle and the major decisions over the life cycle, current issues in project management, Relationship between project management and general management

Unit II: Project Selection & Justification **LH 5**

Criteria for project selection, types of models for selecting projects: nonnumeric and numeric model [Numerical] and their limitations, project portfolio management, project maturity model, scope management, approaches for assessing project risks.

Unit III: Project manager and project planning **LH 3**

Roles and responsibilities of the project manager, characteristics of successful project manager, special demands on project manager, problems in handling project, choosing an organizational form, Building project team, purpose of project planning, project planning activity, work breakdown structure and linear responsibility chart.

Unit IV: Project Scheduling and Resource Allocation **LH 8**

Cause of project scheduling, network techniques for project scheduling - CPM and PERT, role of Critical Path: AOA and AON model [Numerical], Gantt Charts in project scheduling, project Scheduling with uncertainty, resource allocation and crashing a project: two time CPM [Numerical], resources loading and leveling.

Unit V: Project Building and Monitoring **LH 6**

Project cost planning process, estimating project budget: Top-down and Bottom-up budgeting, work element costing, activity vs. program budgeting, use of learning curve for cost estimation, need for monitoring project, designing monitoring system, use of earned value chart: calculation of CPI, SPI, CSI, ECT and Total Work Unit Cost estimate [Numerical].

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Unit VI: Project Control and Termination

LH 4

Purpose of project control, types of control processes, use of critical ratio control charts: calculation of critical ratio [Numeric] and benchmarking as a project control tools, need of project termination, types of project termination, time to project termination, project termination process.

Unit 7: Project Management in Nepal

LH 3

Historical overview of project management in Nepal, current status of project management in Nepal, Issues of Project management in Nepal, tips to improving Project management in Nepal, types development project in Nepal, Current status of national pride projects of Nepal, conflict in implementation of development project in Nepal.

References:

Meredith Jack R. and Mantel Jr. Samuel J., "Project management, a managerial approach", eighth edition, John Wiley & Sons. Inc.

Kerzner, Harold, " Project Management, a system approach to planning, scheduling and controlling", twelfth edition, John Wiley & Sons. Inc.

Maylor, Harvey. Project Management, Pearson Education Ltd., New Delhi.

Agrawal, G. R. (n.d.). Project Management Scenario in Nepal

Bhandari, Nimesh&others, " Project management system: Issues, challenges and improvement in Nepal, Department of Geomatics Engineering, Kathmandu University

Besko



Specialization Areas (Any One)

I. Marketing
II. Finance
III. Human Resource Management
IV. Operations and Supply Chain Management

Chho

