



पूर्वाञ्चल विश्वविद्यालय

व्यवस्थापन संकाय



प.सं.:

च.नं.: २३०/०८९-०८२

मिति: २०८१/०७/२७

श्रीमान् निर्देशक/क्याम्पस प्रमुखज्यू,
पू.वि.व्यवस्थापन संकाय अन्तर्गत एम.बी.ए. शैक्षिक कार्यक्रम संचालन गरीरहेका सम्पूर्ण स्कूल/क्याम्पस/कलेजहरू।

विषय: एम.बी.ए. चौथो सेमेष्टरको परिमार्जित विषयहरू बारे।

महोदय,

उपरोक्त सम्बन्धमा, पू.वि.व्यवस्थापन संकाय अन्तर्गत सेमेष्टर प्रणाली अनुसार संचालित स्नातकोत्तर तह दुई वर्षे Masters of Business Administration (M.B.A.) शैक्षिक कार्यक्रमको चौथो सेमेष्टरको Course Code सहितको विभिन्न विषयहरूको २०२२ व्याच देखि लागु नयां पाठ्यक्रम (Syllabus) यसै पत्र साथ संलग्न गरी पठाइएको व्यहोरा अनुरोध गर्दछु।

संलग्न: एम. बी. ए. चौथो सेमेष्टरको पाठ्यक्रम पाना ३१ (एकईस)।

डा. सन्देश दास श्रेष्ठ
डीन

बोधार्थ:

१. श्री पू.वि.परीक्षा व्यवस्थापन कार्यालय, विराटनगर।

**Curricular Structure with Subject Code for
Master of Business Administration (MBA) – 69 Credit Hours**

2022

Semester	Subject Code	Subjects	Credit Hours
I	CO 511	Marketing for Managers	3
	FA 512	Communication for Managers	3
	CO 513	Accounting for Managers - I	3
	FA 514	Legal Framework of Business	2
	FA 515	Decision Sciences	3
	EL 515 / EL 517	Elective –I	2
			Total Credit Hours
II	CO 521	Accounting for Managers - II	3
	CO 522	Human Resource Management & Organizational Behavior	3
	FA 523	Economics for Managers	3
	CO 524	Financial Management	3
	CO 525	Operations Management	3
	SE 526	Seminar – I	2
	EL 527 / EL 528	Elective – II	2
		Total Credit Hours	19
III	CO 531	Entrepreneurship and Social Enterprises	2
	CO 532	Research Methodology and Thesis Proposal	3
	CO 533	Information Technology Management	3
	SE 534	Seminar – II	2
		Specialization – I	2
		Specialization – II	2
	EL 535 / EL 536	Elective – III	2
		Total Credit Hours	16
IV	CA 541	International Business	3
	CA 542	Strategic Management	3
	SE 544	Seminar – III	2
		Specialization – III	2
		Specialization – IV	2
	TH 545	Thesis	6
		Total Credit Hours	18

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Elective Courses for MBA (2022)

Semester	Subject Code	Elective Courses
		Elective - I (Any one)
I	EL 516	Principles and Contemporary Practices of Management
	EL 517	Introduction to Computing
		Elective - II (Any one)
II	EL 527	E- Commerce and Digital Marketing
	EL 528	Introduction to Public Relations
		Elective - III (Any one)
III	EL 535	Organization Design and Change
	EL 536	Project Management

Courses under each Specialization Area

Semester		Marketing (Any Four)
III	SM 531	Marketing Research
III	SM532	Product and Brand Management
IV	SM 541	Sales Management and Retailing
IV	SM 542	Service Marketing and Customer Relationship Management
IV	SM 543	Advertising Management
Semester		Finance (Any Four)
III	SF 531	Financial Theory and Corporate Policy
III	SF 532	Capital Structure
IV	SF 541	Security Analysis and Investment Management
IV	SF 542	Management of Financial Institutions
IV	SF 543	Financial Derivatives and Engineering
Semester		Human Resource Management (Any Four)
III	SH 531	Team Building and Conflict Management
III	SH 532	Industrial Relations and Labour Legislation
IV	SH 541	Training and Development
IV	SH 542	Strategic Human Resource Management
IV	SH 543	Performance and Compensation Management: System and Strategies
Semester		Operations and Supply Chain Management (Any Four)
III	SO 531	Inventory and Warehouse Management
III	SO 532	Designing and Managing Supply Chain
IV	SO 541	Purchasing and Material Management
IV	SO 542	Network Design
IV	SO 543	Facility Location Management

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Purbanchal University
MBA IV Semester

Course Title: International Business

Area of Study: Core

Code No: CA 541

Credit Hour: 3

LH: 48

Course Objective

This course aims at equipping students with a critical understanding of international business, focusing on the frameworks of international trade and investment. It aims to develop their ability and skills to analyse business environment factors from both global and Nepalese perspectives and formulate effective strategies for managing international business operations.

Learning Outcomes

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

- Demonstrate a comprehensive understanding of globalisation and the fundamentals of international business.
- Explain and evaluate multinational corporations, including their various types and organisational structures.
- Analyse and critically assess the external environments that impact firms engaged in international business.
- Examine the international financial system (IFS), foreign exchange management, and appreciate the role of international financial institutions,
- Explain key international trade and investment theories, and analyse the multilateral trading system (MTS), regional economic integration, and contemporary issues in international trade and investment,
- Apply the key functional areas of management to international business operations, and
- Design and develop effective strategies for entering and operating in international markets in conjunction with concept and practices of global strategic management while critically addressing corporate social responsibility, business ethics, and international business diplomacy.

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Course Details:

Unit 1: Overview of Globalisation and International Business

LH 6

- Globalisation: Concept, Forms and Drivers
- Globalization vs. Emerging Economic Nationalism in the COVID-19-Induced Market
- International Business: Concept and Nature
- IB Modes (Components of International Business)
- Implications of the COVID-19 pandemic to international businesses
- Evaluation of Opportunities and Challenges of IB
- Multinational Companies: Concept and Types of MNCs

Unit 2: International Business Environments

LH 10

- Concept and Components of International Business Environment
- Political and Legal Environment: Political system and ideologies, Actors of political and legal systems; Planning of political and regulatory factors in IB
- Economic environment: Concept and influential economic factors in IB
- Socio-cultural environment: Concept; Sociocultural and behavioural practices; Why culture matters in IB; Strategies to deal with cultural differences in IB
- Business Environment Indices: *DBI or B-Ready Index, Global Competitiveness Index, Economic Freedom Index, Bertelsmann index*
- Business Environment issues of the COVID-19 pandemic

Unit 3: International Financial System and Foreign Exchange Management in IB

LH 5

- Concept of International Financial System (IFS) and Global Financial Markets
- Foreign Exchange Market
- Determinants of Foreign Exchange Rate
- Foreign Exchange Systems: *Fixed, floating, and controlled systems*
- Overview of International Financial Institutions (*The World Bank, IMF, ADB, AIIB and NDB*)

Unit 4: Theories and Framework of International Trade and Investment

LH 15

- International Trade and Investment Theories and Their Implications
- Concept of Free Trade and Protectionism
- Trade Barriers (Tariff barriers, non-tariff barriers (NTBs) with direct price effect and quantity

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- Multilateral Trading System (MTS): Principles and Functions of WTO; Overview of Multilateral Agreements under the WTO System; Impact of WTO on Nepalese IB
- Regional Economic Integration: Concept and Stages of Regional Economic Integration; Regional Trading Blocs: ASEAN, EU, BIMSTEC and SAFTA; Impact of SAFTA and BIMSTEC on Nepalese IB
- A review of Nepal's international trade performance, trade deficits and EXIM ratios
- Contemporary Issues of trade and investment in post-COVID international markets

Unit 5: Functional Areas of Management

LH 6

- Global Production: Concept; Overview of global sourcing and logistics; supply chain management; Issues in global production-operations management
- Global Marketing: Global Market Analysis (Identifying and Analysing Market Opportunities); Overview of International Product Strategy, Pricing Strategy, Promotion/Marketing Communication Strategy, and Distribution Strategy for global markets.
- Global HRM: Concept; Salient features and strategic role of International HRM; Global HRD Management; Managing Expatriates
- Global Financial Management: Functions of Global Financial Management; Harmonising accounting differences across countries; Lessard-Lorange Model

Unit 6: Strategic Management of IB

LH 6

- Global Strategic Management: Concept and Issues
- Strategies/ Modes of Entering and Operating in International Markets
- EPRG: The Strategic Approaches to Global Management
- Types of IB Strategies (by Dimensions of Pressures for Cost Reduction and Local Responsiveness)
- Concept and Issues of Corporate Social Responsibility (CSR) and Business Ethics
- Practices of Economic and IB Diplomacy

Basic Books

Cavusgil, S.T., Knight, G., & Riesenberger, J.R. (2020). *International business: The new realities, 5th ed.* (Global edition), London (UK): Pearson.

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Sthapit, A. (2022). *International business: Environments & strategies, 2nd ed.*, Kathmandu: Taleju Prakashan.

References

Daniel, J., Radebaugh, L., & Sullivan, D. (2018). *International business, 16th ed.* (Global edition), London (UK): Pearson.

Hill, C., & Jain, A.K. (2018). *International business: Competing in the global marketplace, 10th ed.* New Delhi: Tata McGraw-Hill.

Joshi, R.M. (2012). *International business, 5th ed.*, New Delhi: Oxford University Press.

Pradhan, S. (2010). *Foreign exchange management in international business, 2nd ed.*, Kathmandu: Education Enterprise.

Sthapit, A. (2022). *International business, 2nd ed.*, Kathmandu: Taleju Prakashan.

Official data sources (websites) recommended

BIMSTEC: www.bimstec.org

IMF: www.imf.org

Nepal Government websites including www.mof.gov.np, www.mocs.gov.np, www.npc.gov.np,

Nepal Rastra Bank: www.nrb.org.np

SAARC and SAFTA: www.saarc-sec.org

Trade and Export Promotion Centre (TEPC) publications: www.tepc.gov.np

UNCTAD: www.unctad.org

World Bank: www.worldbank.org

World Economic Forum: <https://www.weforum.org/>

WTO publications: www.wto.org

Journals (for review)

International Journal of Business Strategy (IJBS): <http://ijbs-journal.org/IJBS-JOURNAL/Default.aspx>

Journal of International Business Studies: www.jibs.net (on JSTOR: <https://www.jstor.org/journal/jintebusistud>)

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Purbanchal University

MBA IV Semester

Course Title: Strategic Management

Area of Study: Core

Code No: CA 542

Credit Hour: 3

LH: 48

Course Objective

This course aims to develop students' skill in using the tools and techniques of strategic management to analyze business environment, and formulate and implement business strategies in the dynamic and competitive environment.

Course Details:

Unit 1 Introduction to Strategic Management

LH 5

Basic Concepts of Strategic Management

The Study of Strategic Management, Benefits of Strategic Management;

Impact of Globalization, Innovation, and Sustainability: Challenges to Strategic Management;

Basic Model of Strategic Management – Environmental Scanning, Strategy Formulation, Strategy Implementation, Evaluation and Control, Feedback/Learning Process;

Strategic Decision Making – What Makes a Decision Strategic, Strategic Decision-Making Process: Aid to Better Decisions;

Unit 2 Scanning the Environment

LH 10

Environmental Scanning and Industry Analysis

Environmental Scanning – Identifying External Environmental Variables, Identifying External Strategic Factors, Industry Analysis: Analyzing the Task Environment, Porter's Approach to Industry Analysis;

Strategic Groups, Strategic Types, Hypercompetition;

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Competitive Intelligence – Sources of Competitive Intelligence, Monitoring Competitors for Strategic Planning, Forecasting, Danger of Assumptions, Useful Forecasting Techniques

Internal Scanning: Organizational Analysis

A Resource-Based Approach to Organizational Analysis, Core and Distinctive Competencies, Using Resources to Gain Competitive Advantage, Determining the Sustainability of an Advantage, Value-Chain Analysis;

The Building Blocks of Competitive Advantage – Efficiency, Quality as Excellence and Reliability, Innovation, Customer Responsiveness, Analyzing competitive advantage and profitability;

Scanning Functional Resources and Capabilities – Strategic Marketing Issues, Strategic Financial Issues, Strategic Research and Development (R&D) Issues, Strategic Operations Issues, Strategic Human Resource (HRM) Issues, Strategic Information Systems/Technology Issues, Synthesis of Internal Factors

Unit 3 – Strategy Formulation

LH 14

Strategy Formulation: Situation Analysis and Business Strategy – Situational Analysis: SWOT Approach, Finding a Propitious Niche;

Business-Level strategy – Low cost and differentiation, Lowering Costs, Differentiation, The Differentiation–Low Cost Tradeoff, Value Innovation: Greater Differentiation at a Lower Cost;

Strategy in a Fragmented Industry, Reasons for Fragmentation, Consolidating a Fragmented Industry Through Value Innovation, Chaining and Franchising, Horizontal Mergers;

Strategies in embryonic and growth Industries – The Changing Nature of Market Demand, Strategic Implications of Differences in Market Growth Rates;

Strategy in Mature Industries – Strategies to Deter Entry, Strategies to Manage Rivalry;

Strategies in Declining Industries

Strategy Formulation: Corporate Strategy

Corporate Strategy – Directional Strategy, Growth Strategies, Controversies in Directional Growth Strategies; Stability Strategies; Retrenchment Strategies;



Corporate-Level strategy:

Corporate-Level strategy and the Multi-business Model, Horizontal Integration: single-Industry corporate strategy – Benefits of Horizontal Integration, Problems with Horizontal Integration; Vertical Integration – Business Model, Increasing Profitability through Vertical Integration, Problems with Vertical Integration; Alternatives to Vertical Integration: cooperative relationships (Short-Term Contracts and Competitive Bidding, Strategic Alliances and Long-Term Contracting);

Strategic outsourcing – Benefits of Outsourcing, Risks of Outsourcing;

Corporate-Level strategy: related and Unrelated diversification – Increasing profitability through diversification, Transferring Competencies across Businesses, Leveraging Competencies to create a New Business, Sharing Resources and Capabilities, Using Product Bundling, Utilizing General Organizational Competencies;

Two types of diversification – Related Diversification, Unrelated Diversification, The Limits and disadvantages of diversification, Diversification for the Wrong Reasons, Related Versus Unrelated Diversification;

Entering new Industries: Acquisitions, The Attraction of Acquisitions, Acquisition Pitfalls; Joint Ventures; Restructuring, Why Restructure?

Portfolio Analysis – BCG Growth-Share Matrix, Advantages and Limitations of Portfolio Analysis;

Corporate Parenting, Developing a Corporate Parenting Strategy

Unit 4 – Strategy Implementation and Control

LH 8

Strategy Implementation and Control – Strategy Implementation, Who Implements Strategy?

What Must Be Done? Achieving Synergy

Structure Follows Strategy

Stages of Corporate Development

Organizational Life Cycle

Organizational Structures, Advanced Types of Organizational Structures

Re-engineering and Strategy Implementation

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Six Sigma

Centralization Versus Decentralization

Unit 5 – Strategic Evaluation and Control

LH 7

Evaluation and Control in Strategic Management, Measuring Performance, Appropriate Measures, Types of Controls

Primary Measures of Corporate Performance

Balanced Scorecard Approach: Using Key Performance Measures

Primary Measures of Divisional and Functional Performance

Responsibility Centers

Using Bench-marking to Evaluate Performance

Problems in Measuring Performance – Short-Term Orientation, Goal Displacement, Guidelines for Proper Control

Unit 6 – Corporate Governance, Social Responsibility and Ethics in Strategic Management

LH 4

Role of the Board of Directors, Responsibilities of the Board, Members of a Board of Directors

Trends in Corporate Governance

The Role of Top Management, Responsibilities of Top Management

Social Responsibilities of Strategic Decision Makers – Responsibilities of a Business Firm, Sustainability, Corporate Stakeholders, Ethical Decision Making, Some Reasons for Unethical Behavior, Encouraging Ethical Behavior

References

Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). *Strategic management and business policy: Globalization, innovation, and sustainability* (15th ed.). Pearson Education.

Hill, C. W. L., Schilling, M. A., & Jones, G. R. (2017). *Strategic management: An integrated approach – Theory and cases* (12th ed.). Cengage Learning.

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Purbanchal University

MBA IV Semester

Course Title: Sales Management and Retailing

Area of Study: Specialization - Marketing (Specialization)

Code No: SM 541

Credit Hour: 2

LH: 32

Course Objective

The course aims to equip students with a comprehensive understanding of sales and retailing focusing on management skills essential for effective management in dynamic markets.

Course Details:

Unit I: Sales Management

LH 4

Concept; Objectives of sales management; Sales executives as coordinator, Sales management and control, Sales control, Sales control and organization; Theory of selling- AIDAS theory, Buying formula theory, Spin selling; Emerging trends in sales management.

Unit II: Personal Selling objectives

LH 5

Concept of personal selling; Process; Types of personal selling objectives; Analyzing market potential; Sales potential; Sales forecasting methods.

Unit III: Recruitment, Selection and Training

LH 5

Sales job analysis – Sales job description and sales job specifications; Recruitment and selection; Sources of recruitment; Selection process; Training – Identify training needs, Deciding content, methods of training, Executing the training, Evaluation of the training program

Unit IV: Motivating and Compensating Sales Personnel

LH 5

Concept of motivation; Reasons for motivational help to sales personnel; Devising a sales compensation plan; Types of compensation plan; Bonuses and fringe benefits. Stimulating tools: Sales meetings and sales contests; Planning and staging in sales meetings; Sales contests – objectives, contest formats, contest prizes, contest duration, contest promotion.

Unit V: Controlling and Evaluating

LH 4

Performance standard – types of performance standard; Types of sales force reports; Evaluating performance; Taking action; Controlling through supervision.

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Unit VI: Retailing

LH 4

Concept of retailing; history of retailing; Retailer characteristics; Retail business formats; Retail as a career; The retail life cycle; Retailers creating value

Unit VII: Buying and Merchandise Management

LH 5

Buying functions; Centralized and decentralized buying; Merchandise Planning- Key aspects of merchandise planning; Pricing strategies – cost oriented, competition oriented, and demand oriented; Retail communication mix – New and tradition media elements; Digital retailing - 7C framework of digital retailing. Retail Location – types of location; Importance of location for a retailer

References

Still Richard R. Still, Edward Cundiff, Norman Govoni, and Sandeep Puri, **Sales Management: Decisions, Strategies and Cases**, Pearson India Education Services Pvt. Ltd.

Krishna K. Havaldar, Vasant M Cavale, **Sales and Distribution Management: Test and Cases**, McGraw Hill Education (India)

Gupta , S.L., **Sales & Distribution Management**, Excel Books, N.Delhi.

Michael Levy Michael & Dhruv Grewal, **Retailing Management**, McGraw Hill, New Delhi.

Helen Goworek & Peter McGoldrick, **Retailing Management- Principles and Practice**, Pearson Education Limited.



Purbanchal University
MBA IV Semester

Course Title: Service Marketing and Customer Relationship Management

Area of Study: Specialization - Marketing (Specialization)

Code No: SM 542

Credit Hour: 2

LH: 32

Course Objective

This course aims to give students the fundamental knowledge to the student to familiarize with the unique features of service marketing and the use of CRM in service marketing.

Course Details:

Unit 1: Introduction to Service Marketing

LH 5

Concept of service marketing; Service economy; Growth of the service sector; Characteristics of services; Categories of services- a process perspective; Challenges in service marketing; Service encounters; Types of service encounters; The three stage model of service consumption

Unit 2: Service Marketing Mix

LH 6

The 7P's of service, service product, flower of service, facilitating supplementary services, enhancing supplementary services; pricing strategy; distribution in a service context, place and time decisions, promotion of services- role of marketing communication, challenges of service communication, strategies to overcome communication challenges.

Unit 3: Managing Service Delivery

LH 6

Developing a blueprint; service process redesign; customer as co-producer; Productive capacity; managing capacity; analyze and understand demand pattern; managing demand, inventory demand through waiting lines and queuing systems- waiting lines, managing waiting lines, queue configurations, virtual waits. Queuing strategies based on market segment; Service environment, dimensions of the service environment,

Unit 4: Delivering Service Quality

LH 5

Service Quality, The GAP model- types of service quality gaps, key strategies for closing the gaps; measures of service quality -soft and hard service quality measures; SERVQUAL model; tools for analyzing service quality problems,

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Unit 5: Customer Relationship Management (CRM)

LH 4

Concept of CRM; Objectives of CRM system from customer and company perspectives; Models of CRM – IDIC model, CRM value chain; Process of CRM strategy, Reasons for CRM failure.

Unit 6: Managing Customer Acquisition, Development and Retention

LH 6

Concept of new customer; Prospecting - business to business, business to customer prospecting; Strategies for customer development ; Customer retention; Economics of customer retention; Strategies for customer retention; Strategies for sacking customer.

References

Christopher Lovelock , Wirtz and Chatterjee, **Service Marketing: People, Technology and Strategy**, Seventh Edition, Pearson Education, India.

Christopher Lovelock and Wirtz, **Service Marketing: People, Technology and Strategy**, Fifth Edition, Pearson Education, India.

Buttle, Francis, **Customer relationship management concepts and technologies**, London, Tayler and Francis Group.

Payne, **The Essence of Service Marketing**, Prentice Hall of India, New Delhi.

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Course Title: Advertising Management

Area of Study: Specialization - Marketing (Specialization)

Code No: SM 543

Credit Hour: 2

LH: 32

Course Objective

The objective of the course is to provide students with the concepts and theory of advertising elaborating on its strategy and planning. This course is designed for students pursuing marketing specialization and aims to enhance the understanding of creative strategy and execution, media planning and buying. At the end of the semester, the students shall gain insights into digital and social media advertising technology and the ethical and legal issues in advertising.

Course Details:

Unit 1: Introduction to Advertising

LH 4

- Definition and scope of advertising
- History and evolution of advertising
- Role of advertising in marketing communication
- Types of advertising media

Unit 2: Advertising Strategy and Planning

LH 6

- Setting advertising objectives
- Developing advertising strategies
- Budgeting for advertising
- Media selection and scheduling

Unit 3: Creative Strategy and Execution

LH: 6

- Creative process in advertising
- Developing advertising messages
- Copywriting and visual design

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- Testing and refining advertisements

Unit 4: Media Planning and Buying

LH: 6

- Media planning process
- Types of media and their characteristics
- Media buying strategies
- Evaluating media effectiveness

Unit 5: Digital and Social Media Advertising

LH: 4

- Introduction to digital advertising
- Social media advertising strategies
- Search engine marketing (SEM)
- Online advertising metrics and analytics

Unit 6: Ethical and Legal Issues in Advertising

LH: 6

- Ethical considerations in advertising
- Legal regulations and compliance
- Consumer protection laws
- Case studies on ethical dilemmas in advertising

References:

Pride, W. M., & Ferrell, O. C. (2018). *Marketing: Concepts and Strategies* (15th ed.). Houghton Mifflin.

Belch, G. E., & Belch, M. A. (2018). *Advertising and Promotion: An Integrated Marketing Communications Perspective* (14th ed.). McGraw-Hill Education.

Ogilvy, D. (1983). *Ogilvy on Advertising*. Crown Publishing Group.

Smith, P. R., & Chaffey, D. (2017). *Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing* (5th ed.). Routledge.

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Purbanchal University
MBA IV Semester

Course Title: Security Analysis and Investment Management

Area of Study: Specialization - Finance (Specialization)

Code No: SF 541

Credit Hour: 2

LH: 32

Course Objective

The objective of the course is to provide participants with a sound understanding on investment opportunities, security analysis and investment decision making. The course also aims to enable participants' value financial assets and portfolio of financial assets based on what they have learnt in the previous core subjects in the area of financial management in the preceding semester.

Course Details:

Unit I: Introduction

LH 3

Meaning of Investment; Characteristics of Investment; Objectives of Investment; Investment Vs Speculation; Investment Vs Gambling, Investment Process; Investment Assets (Real assets Vs financial assets); Ongoing trends in investment environment; Career opportunities in Investment.

Unit II: Security Markets, Instruments and Trading

LH 7

Security Markets (Money market, Bond market, Equity securities); Market Indexes; Value weighted index, Price weighted index, Equally Weighted Index, NEPSE Index, Security Trading Regulation in Nepal, Security Trading System and Process (Trading in Primary Market, Trading in Secondary Market), Buying in margin and short sales.

Unit III: Mutual Funds and Other Investment Companies

LH 4

Investment companies; Types of investment companies; Mutual funds; Cost of investing in mutual funds; Investment performance of mutual fund.





Unit IV: Security Analysis

LH 5

Macroeconomic and industry analysis: The domestic and global economy, Demand and supply shocks, Fiscal and Monetary Policy, Business Cycle, Industry analysis.

Equity valuation models: Balance sheet valuation methods, Intrinsic value, Dividend discount models (Zero growth model, Constant growth model, Non-constant models), Price earnings ratio.

Unit V: Risk and Return

LH 10

Returns of Investment (Returns on single asset and Portfolio return), Investment risks (Stand-alone risk, Portfolio risk), Measuring risks (Standard deviation, Variance, Coefficient of variation), Covariance and correlation coefficient, Diversification of Risk, Diversifiable and Undiversifiable risk; Beta-coefficient of individual and portfolio, Capital allocation between risky assets, Optimal risky portfolio with two risky assets, Portfolio of one risky asset and one risk free asset, Complete optimal portfolio.

Unit VI: Equilibrium in Capital Market

LH 3

The Capital Assets Pricing Model: Introduction and Extensions of CAPM. Arbitrage Pricing Theory (APT); Arbitrage opportunities and profit, Security Market Line, APT and CAPM.

References:

Thapa K. and Rana S. B., Investment Management, Asmita Publication, Bhotahity Kathmandu.

Sharpe, W. F., Alexander G. J., and Bailey, J. V., Investments, Prentice-Hall of India

Francis, J. C., Investments: Analysis and Management (7th ed.), McGraw-Hill, Inc.

Annual reports of SEBON and NEPSE

Mukherjee S., Security Analysis and Portfolio management. Vikas publishing house, India.

Reilly, F. K. Investment Analysis and Portfolio Management. New York: McGraw Hill

Bhalla V. K., Investment management. S. Chand publishing, India.

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Purbanchal University

MBA IV Semester

Course Title: Management of Financial Institutions

Area of Study: Specialization - Finance (Specialization)

Code No: SF 542

Credit Hour: 2

LH: 32

Course Objective

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.

Course Details:

UNIT I: Introduction and Overview of Financial Institutions

LH 4

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 the Nepalese Economy and Financial System.

UNIT II: Regulatory body and Regulation

LH 4

Introduction of Regulatory Body (Nepal Rastra Bank), Objectives, Functions, Organizational Structure and Management of Nepal Rastra Bank, Monetary Tools of Central Bank, Balance Sheet of Central Bank, Types of Regulation, Overview of Regulation, Provision for Capital Adequacy*.

Unit III: Commercial Banks Management

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Meaning, Objectives and Functions of Commercial Banks; Financial Statements (Balance Sheet and Income Statement) of Commercial Banks; Measures of Bank Performance (Analysis of

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profitability, Leverage and Risk)*; Liquidity, Assets and Liabilities Management (Sources and Uses of funds, Duration Gap, Funding Gap and Immunization)*; Off-Balance Sheet Activities; NRB Directives to Commercial Banks.

Unit IV: Investment Companies, Thrifts and Credit Unions

LH 5

Concept, features and types of investment companies, Roles of Mutual Funds, Mutual fund performance*, Meaning, Objectives and functions of Thrifts and Credit Unions, Problems of thrifts and Credit Unions.

UNIT V: Insurance Companies, Provident Fund and Citizen Investment Fund

LH 5

Definitions, Functions and Types of Insurance Companies; Risk and Returns of Insurance Companies*; Meaning, Objectives, Functions and Types of Provident Fund and Citizen Investment Fund.

UNIT VI: Risks Management in Financial Institutions

LH 6

Meaning of Credit Risk, Liquidity Risk and Interest Rate Risk; Credit Scoring Models*, Calculating Return on a Loan*, Measuring bank's Liquidity Exposure*, Methods of Interest Rate Risk Measurement and Management: Repricing Model and Duration Model*.

References:

Anthony Saunders and Marcia Millon Cornett. (2006). **Financial Markets and Institutions**. Tata McGraw Hill Publishing Company Limited, New Delhi.

Frederic S. Mishkin and Stanley G. Eakins. (2006). **Financial Markets and Institutions**. Pearson Education Inc. and Dorling Kindersley (India) Pvt. Ltd.

L.M. Bhole. (2005). **Financial Institutions and Markets: Structure, Growth and Innovations**. Tata McGraw Hill Publishing Company Limited, New Delhi.

M.K. Shrestha & D.B. Bhandari. **Financial Markets & Institutions**. Asmita Publication, Bhotahity Kathmandu.

Nepal Rastra Bank. **Banking and Financial Statistics**. NRB: Bank and Financial Institution Regulation Department, Statistics Division.

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Banks and Financial Institutions Act, 2063 (2006).

Nepal Rastra Bank. **Quarterly Economic Bulletin (various issues)**. NRB: Central Office, Baluwatar, Kathmandu.

Insurance Act, 1992. Insurance Regulation, 1993.

Insurance Board, Nepal. Annual Reports (Various Issues)

Note: * Numerical examples

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Purbanchal University

MBA IV Semester

Course Title: Financial Derivatives and Engineering

Area of Study: Specialization - Finance (Specialization)

Code No: SF 543

Credit Hour: 2

LH: 32

Course Objective

This course aims at providing the students with the knowledge of different types of financial derivatives and the mechanisms of their markets, and the fundamentals of financial engineering.

Course Details:

Unit I: Introduction

L.H. 6

Exchange-traded Markets; Over-the-counter Markets; Forward Markets; Definition and characteristics of derivative instruments; Application of financial derivatives; No-arbitrage principle; Speculation Vs Hedging; Types of Traders; Hedgers; Speculators; Arbitrageurs.

Unit II: Future Markets

L.H. 8

Forward Contracts: definition, advantage, disadvantage; Futures contract: definition and characteristics; Distinction between forward contract and futures contract; Role of clearing house in trading futures contracts and futures position administration; Ways to close futures position; Types of futures contracts; Purpose of futures markets.

Unit III: Option Markets

L.H. 8

Definition of call and put option; Option buyer and option writer; European and American option; Mechanics of option market: clearing house, types of option trade, margin rule, and price quotation; 'In the money', 'out of the money', and 'at the money' put and call options.

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Unit IV: Option Payoffs and Option Strategies

L.H. 10

Analyzing Short and long option positions and payoff diagram; Covered call strategy; Portfolio hedging strategy; Option valuation using Binomial and Black and Scholes model.

Unit V: Swaps Market

L.H. 8

Motivations for entering into a swap agreement; Swap agreement terminology; Interest rate swaps; Currency swaps

Unit VII: Financial Engineering

L.H. 8

Option combinations; Synthetic instruments; The Swap as a portfolio; Portfolio insurance

References:

Robert W. Kolb, Futures, Options & Swaps, Blackwell, Oxford

John C. Hull., Options, Futures, and Other Derivatives, Pearson Education, Inc

S. Eckl, J.N. Robinson, and D.C. Thomas, Financial Engineering, Blackwell, Oxford

Kiran Thapa , Jhabindra Pokharel, Financial Derivatives and Risk Management, Ashmita Books Publishers & Distributors

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Purbanchal University

MBA IV Semester

Course Title: Training and Development

Area of Study: Specialization - Human Resource Management (Specialization)

Code No: SH 541

Credit Hour: 2

LH: 32

Course Objective

The objective of the course is to provide students with the concepts and theory of training and development elaborating on the identification of training needs and its design. This course is designed for students pursuing human resource management specialization and aims to enhance the understanding of training methods and techniques, training delivery, implementation and evaluation. At the end of the semester, the students shall gain insights into use of human resource technology and the current trends in training and development.

Course Details:

Unit 1: Introduction to Training and Development

LH 4

- Concept and significance of training and development
- Objectives of training and development
- Differences between training and development
- The role of training in organizational growth

Unit 2: Needs Assessment and Training Design

LH 6

- Identifying training needs
- Methods of needs assessment
- Designing effective training programs
- Aligning training with organizational goals

Unit 3: Training Methods and Techniques

LH 6

- On-the-job training methods
- Off-the-job training methods

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- E-learning and digital training
- Blended learning approaches
- Simulations and role-playing

Unit 4: Training Delivery and Implementation

LH 6

- Choosing the right training delivery method
- Effective presentation and facilitation skills
- Handling challenges in training delivery
- Implementation strategies for training programs

Unit 5: Evaluation of Training Programs

LH 4

- Principles of training evaluation
- Techniques for measuring training effectiveness
- Kirkpatrick's Four Levels of Evaluation
- Calculating Return on Investment (ROI) in training

Unit 6: Advanced Topics in Training and Development

LH 6

- Current trends in training and development
- Use of technology in training
- Leadership development and succession planning
- Cross-cultural training and global trends

References

- Armstrong, M. (2012). *Human Resource Development*.
- Dessler, G. (2017). *Human resource management* (15th ed.). Pearson.
- Biech, E. (2015). *Training for dummies*. Wiley.
- Rogers, R. W. (2006). *The art and science of training*. Performance Development Group.
- Kirkpatrick, D. (2006). *Evaluating training programs: The four levels*. Berrett-Koehler Publishers.
- Senge, P. (1990). *The fifth discipline: The art and practice of the learning organization*. Doubleday.

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Purbanchal University

MBA IV Semester

Course Title: Strategic Human Resource Management

Area of Study: Specialization – Human Resource Management (Specialization)

Code No: SH 542

Credit Hour: 2

LH: 32

Course Objective

This course is designed for students pursuing human resource management specializations. This course aims to familiarize the students with the theoretical and practical perspectives of strategic human resource management. It helps to make the students competent for aligning HR systems and strategies with the business strategy to achieve organizational goals and provide insights in developing, formulating and implementing HR strategies and programs to introduce and sustain competitive HR advantage in organizations.

Course Details:

Unit I: Introduction to Strategic Human Resource Management (SHRM): **LH 4**

Concept and types of SHRM; Strategic vs. Traditional HR; Roles of HR in SHRM; Components of strategic management process and linkage with HRM; Investment perspective of HRM; Barriers to strategic HR; Interrelationship between HR, SHRM & corporate strategy;

Unit II: Theoretical dimensions of SHRM **LH 4**

Resource-based approach of SHRM with VRIO framework, Contingency approach, Universalist approach; Theories of SHRM: Organizational Life-cycle Theory and General System Theory; Models of SHRM: The Harvard Model and The Warwick Model

Unit III: Functional aspects of SHRM **LH 8**

Strategic acquisition of human resources: Recruitment, selection and staffing; Workforce planning, succession planning; Career planning & development; Strategies to deal with employee shortage and surplus; Job analysis, design and redesigning work system in SHRM; Strategic implication of training and development; Integrating training with performance management and compensation;

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Unit IV: HRM Strategy Formulation, Implementation and evaluation

LH 8

Formulating HR strategy: HR strategy formulation process; Methodology for formulating HR strategies; Application of the Best-fit approach and the configuration approach to strategy development.

Implementing HR strategies: Variables of strategic implementation; Barriers to the implementation of HR strategies and remedies; HRM issues and practices associated with directional strategies (Concentration, Internal growth, External growth, and Divestment)

Strategy evaluation and control: Audit and analytic approach of evaluating the effectiveness of HRM practices; Strategies for improving HR effectiveness: Restructuring, outsourcing, process redesign and technological intervention..

Unit V: Specific strategic HR initiatives

LH 4

Strategies for organization development: Organization culture management, developing employee relationships, employees engagement, knowledge management, quality management, and effective customer service.

Unit VI: Issues and challenges of SHRM

LH 4

Strategic HRM challenges in dealing with technology & innovation, and workforce demographic changes and diversity; Outsourcing and revamping HR strategies; Managing client site employees/off shoring/ Re-shoring; HR strategies in the context of mergers and acquisitions.

Note: At Least one Case Study is to be discussed in each unit of this course of study.

References:

- Jeffrey A. Mello (2015). *Strategic human resource management*. Stamford USA: Cengage Learning
- Raymond Noe, Raymond John Hollenbeck, Barry Gerhart & Patrick Wrigh (2016). *Strategic Human Resource Management: Gaining a Competitive Advantage* (13th Edition). New York: McGraw-Hill Education LLC
- Michael Armstrong (2008). *Strategic human resource management: A guide to action, 4th edition*; London: Kogan Page
- Charles R. Greer (2021). *Strategic human resource management* View. NJ: Pearson Education Company
- Tanuja Agarwala *Strategic human resource management*. Oxford: Oxford University Press
- Truss, Catherine, Mankind David & Clare Kelliher (2012). *Strategic human resource management*. Oxford: Oxford University Press
- Das, Pulak (2013). *Strategic human resource management: A resource driven perspective, 4th Indian Reprint*. New Delhi: Cengage Learning

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Purbanchal University

MBA IV Semester

Course Title: Performance and Compensation Management: System and Strategies

Area of Study: Specialization – Human Resource Management (Specialization)

Code No: SH 543

Credit Hour: 2

LH: 32

Course Objective

The objective of the course is to provide students with the concepts and theory of performance management elaborating on its appraisal systems, feedback and coaching. This course is designed for students pursuing human resource management specialization and aims to enhance the understanding of compensation management, incentives and rewards systems. At the end of the semester, the students shall gain insights into strategic compensation and performance management.

Course Details

Unit 1: Introduction to Performance Management

LH 4

- Definition and importance of performance management
- Objectives and benefits of performance management
- Key components of a performance management system

Unit 2: Performance Appraisal Systems

LH: 6

- Types of performance appraisal systems
- Steps in conducting performance appraisals
- Common methods of performance appraisal
- Challenges and biases in performance appraisal

Unit 3: Performance Feedback and Coaching

LH: 6

- Techniques for providing effective performance feedback
- Coaching and mentoring for performance improvement
- Handling difficult performance conversations

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- Developing action plans for performance improvement

Unit 4: Compensation Management Systems

LH: 6

- Definition and objectives of compensation management
- Types of compensation systems
- Job evaluation and pay structures
- Legal and ethical considerations in compensation

Unit 5: Incentive and Reward Systems

LH: 4

- Types of incentive and reward systems
- Designing effective incentive plans
- Performance-based pay systems
- Non-monetary rewards and recognition

Unit 6: Strategic Compensation and Performance Management

LH: 6

- Aligning compensation with organizational strategy
- Developing a strategic compensation plan
- Evaluating the effectiveness of compensation systems
- Future trends in performance and compensation management

References

Deci, E. L., & Ryan, R. M. (2008). Self-Determination Theory: A Macrotheory of Human Motivation, Development, and Wellness (1st ed.). Guilford Press.

Cardy, R. H. (2014). Performance Management (7th ed.). McGraw-Hill Education.

Milkovich, G. T., Newman, J. M., & Gerhart, B. (2016). Compensation (12th ed.). McGraw-Hill Education.

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- Developing action plans for performance improvement

Unit 4: Compensation Management Systems

LH: 6

- Definition and objectives of compensation management
- Types of compensation systems
- Job evaluation and pay structures
- Legal and ethical considerations in compensation

Unit 5: Incentive and Reward Systems

LH: 4

- Types of incentive and reward systems
- Designing effective incentive plans
- Performance-based pay systems
- Non-monetary rewards and recognition

Unit 6: Strategic Compensation and Performance Management

LH: 6

- Aligning compensation with organizational strategy
- Developing a strategic compensation plan
- Evaluating the effectiveness of compensation systems
- Future trends in performance and compensation management

References

Deci, E. L., & Ryan, R. M. (2008). Self-Determination Theory: A Macrotheory of Human Motivation, Development, and Wellness (1st ed.). Guilford Press.

Cardy, R. H. (2014). Performance Management (7th ed.). McGraw-Hill Education.

Milkovich, G. T., Newman, J. M., & Gerhart, B. (2016). Compensation (12th ed.). McGraw-Hill Education.

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Purbanchal University

MBA IV Semester

Course Title: Purchasing and Material Management

Area of Study: Specialization – Operations and Supply Chain Management (Specialization III)

Code No: SO 541

Credit Hour: 2

LH: 32

Course Objective

This course provides an in-depth understanding of purchasing and materials management processes in organizations. Students will explore strategies for effective procurement, inventory control, supplier relationship management, and logistics. The main goal of the course is to provide students in business administration with an in-depth understanding of the key activities involved in buying and utilizing materials as well as their impact on an organization's performance. The secondary objective is to develop the students' skills in communication, teamwork, and critical thinking through classroom discussions and case analysis.

Course Contents

UNIT I: Introduction to Purchasing Management

LH 5

Introduction, Establishing Specifications, Functional Specification Description, Selecting Suppliers, Price determination, Impact of Material Requirements Planning on Purchasing, Expansion of Purchasing into Supply Chain Management, Organizational Implications of Supply Chain Management.

UNIT II: Forecasting

LH 5

Introduction, Demand Management, Demand forecasting, Characteristics of Demand, Principles of Forecasting, Collection and Preparation of Data, Forecasting Techniques, Some Intrinsic Methods of forecasting: Average Demand, Moving Averages, Exponential Smoothing

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UNIT III: Logistics and Supply Chain Integration

LH 4

Role of logistics in purchasing, Transportation and distribution management, Supply chain collaboration

UNIT IV: Introduction to Materials Management

LH 4

Introduction, Operation Environment, The Supply Chain Concept, Building and maintaining supplier relationships, Performance measurement and evaluation, Negotiation strategies, Supply Chain Metrics

UNIT V: Production Planning System

LH 5

Introduction, Manufacturing Planning and Control System, Sales and Operations Planning, Manufacturing Resource Planning, Enterprise Resource Planning, Making the Production Plan

UNIT VI: Inventory Management

LH 5

Inventory – Aggregate Inventory Management, Item Inventory Management, Inventory and the Flow of Material, Supply and demand Patterns, Functions of Inventories, Objectives of Inventory Management, Inventory Costs

UNIT VII: Technology in Purchasing and Materials Management

LH 4

E-procurement systems, Data analytics in supply chain management, Emerging technologies (e.g., Block chain, AI).
(This unit aims to impart **basic concepts only**).

References

Arnold, J.R. Tony, Chapman, Stephen N., and Clive, Lloyd M. Introduction to Material Management, 6th ed., Pearson Prentice Hall, 2008.

Gopalakrishnan, P., Handbook of Materials Management, Prentice Hall of India, 1996.

Harrison, Alan and Hoek, Remko van, Logistics Management and Strategy: Competing through the supply chain, 3rd ed., Pearson Education Limited, 2008.

Lamer Lee and Donald W. Dobler, Purchasing and Material Management, Text and cases, Tata McGraw Hill, 1996.

Monczka, Robert M., Handfield, Robert B., Giunipero, Larry C., Patterson, James L., Purchasing and Supply Chain Management, 4th ed. South-Western Cengage Learning, 2009.

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