



**MASTER OF BUSINESS ADMINISTRATION (FINANCE)
MBA (FINANCE)**

CURRICULUM

**Faculty of Management Studies
Pokhara University**

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POKHARA UNIVERSITY MASTER OF BUSINESS ADMINISTRATION (FINANCE)

Introduction to MBA (Finance)

Pokhara University, established under Pokhara University Act, 1997 aims at developing capable and creative human resource that can successfully compete not only in national but also in global arena. The Faculty of Management Studies (FMS) of Pokhara University offers different graduate programs and MBA (Finance) is one of the graduate programs. The MBA (Finance) program is for those who would like to pursue their career as general executives and managers. The MBA (Finance) program can be offered at any shift (either morning, day or evening) as per the convenience of the schools/colleges unless otherwise mentioned. The MBA (Finance) program has been designed to be implemented over a period of 2 years spread over six trimesters.

FMS's major objectives are as follows:

- To cultivate highly competent executives and managers across various economic and social sectors within the country.
- To develop management professionals and entrepreneurs with a global outlook.
- To enhance the knowledge, managerial skills, and exposure of practicing managers, executives, and entrepreneurs.
- To broaden students' perspectives by fostering positive attitudes and guiding them to become productive and responsible global citizens.

With the increasing trend of economic activities, financial transactions, technological advancements, paradigm shift in production, banking and other service sectors the world is expanding, integrating and unifying rapidly. While this trend has opened up many opportunities for trade, industry, commerce, finance, investment, banks, etc. for any nation. It is also posing serious challenges to develop its competitive edge over other organizations in the national as well as global markets. In this scenario, the role of business people, entrepreneurs, managers, and academics has been critical. To deal with this challenge calls forth sound visionary leadership and highly innovative entrepreneurship from the business community and management professionals that is imbibed with a thorough understanding of the emergent environments and in depth and state-of-the-art knowledge and skills of banking and finance.

The course has been designed keeping the above in mind and also the changing needs of the new age learners and industry. The focus is on new age learning, co-creation of learning through active engagement of learners in the learning process, the concept of co-creation of learning, experiential learning, and adapting learning with the evolving age of Artificial Intelligence (AI) and Machine Learning (ML).

MBA (Finance) Program Objectives

The principal objective of MBA (Finance) program is to develop expertise of students of Masters of Business Administration with focus on the specialized areas of finance including the corporate finance, investments, banking, insurance, microfinance, government finance and professional accounting. Besides, the graduates of MBA (Finance) program will be able to serve as finance officers in different banks and financial institutions, business firms, non-



government organizations and government projects. The program aims:

- To provide sound knowledge of principles and techniques in each area of finance (corporate finance, investment, banking, insurance, microfinance) along with their applications to make decisions and solve problems,
- To provide the students an understanding of recent trends in business environment so that they can lead and manage their organizations with confidence in the national and global contexts, and
- To make the students creative, innovative and entrepreneurial in managing their organizations and building competitive edge in the national and global contexts.

MBA (Finance) Program Features

The general features of the MBA (Finance) program are: competitive learning environment, market-driven concentrations and program flexibility. The important features of MBA (Finance) are to provide students with;

- solid foundation of the management concepts,
- sound understanding of the managerial tools and techniques,
- sound understanding of the tools and techniques of finance area,
- competency to work in banks, financial institutions and other organizations, and
- confidence in leading and managing their organizations duration of the course.

The Master in Business Administration (Finance) program is an intensive two-year course stretched over six terms, with every academic year having three terms (trimester). After the completion of the program a student will be awarded Master of Business Administration (Finance): MBA (Finance) degree by Pokhara University.

Admission Procedure

Eligibility

To be eligible to apply for admission to the MBA (Finance) program, an applicant must have a minimum of 15 years of formal education (12 years of schooling plus 3 years of Bachelor's degree). Furthermore, the applicant must have secured a minimum CGPA of 2.0 or 45 percent in Bachelor's level. The final decision on admission is taken on the basis of scores on the admission test and interviews.

Documents Required

The applicant is required to submit the following documents with the application form made available by the concerned college/school by paying a predetermined fee:

- Completed and signed MBA (Finance) application form
- Official transcripts from all the academic institutions attended.

Certificates of all degrees should be photocopied and submitted with proper attestation. Enrolment is conditional upon completion of all admission formalities including payment of all fees as determined by the college. Incomplete applications shall not be processed.



Trimester System Regulations

Pokhara University follows the trimester system at the master's level of business administration. These regulations will apply only to MBA Programs including MBA (Global Business) and MBA (Finance) courses offered by the University. The prominent feature of the trimester system is the process of continuous evaluation of students' performance and the flexibility to allow them to progress at a pace suited to their individual ability, subject to the regulation of credit requirements. Each course is assigned certain number of credit hours. The duration of each trimester will be 12 weeks excluding examinations. The college/school is required to complete the mandatory contact hours (12 hours for one credit) required by the program. That is, a two credit hours course will have 24 classes or contact hours and a three credit hours course will have 36 classes or contact hours in a trimester.

Procedures for Admission

The admission procedure for MBA (Finance) starts with a notice publicly announced by the concerned colleges. The colleges offering MBA (Finance) program will provide the application forms and information brochures, on request, against the payment of the prescribed fee. The concerned college scrutinizes the applications thus received and administers the entrance test to eligible candidates. The college will inform the students about the time and date of the entrance test. Applicants will be short-listed personal interviews on the basis of their scores in the written test. Final selection of students will be made on the basis of their aggregate scores in the entrance test, personal interview, and their previous academic records. A college may, however, modify the selection procedure to suit its needs with prior approval of the Dean.

Candidates, who are given provisional admission, pending the submission of the qualifying certificates, will be required to submit an application specifying that they will submit their qualifying certificates registration deadline of the university, failing which the admission will be cancelled.

Intake, Academic Schedules and Course Registration

One academic year of the University consists of three trimesters –Fall (September-December), Winter (January-April) and Spring (May-August). Each trimester will have 12 weeks of teaching time, excluding the trimester- end examinations. New student intake will be admitted twice in a year: One in Fall (July/August) and another in Spring (March/ April) sessions. A college will be allowed to enroll only 30 students including scholarship holders in one section of the MBA (Finance) class.

Students will be required to register courses at the beginning of each trimester. Since registration is a very important procedural part of the credit system, all students must present themselves at the college. Registration in absentia may be allowed only in exceptional cases at the judgment of the principal/head. A student's nominee cannot register for courses but will only be allowed to complete other formalities.



In addition to the regular courses offered by a college/school in a particular trimester, a student will be allowed to register up to three additional courses including those in which he/she has failed.

No student will be allowed to register in the succeeding trimesters without appearing in the trimester-end examination of at least one course in the preceding trimester.

Addition and Withdrawal from Courses

A student will have the option to add or drop from a course. A student wishing to add or withdraw from a course should apply on the prescribed form within two weeks from the starting date of the trimester.

Trimester Withdrawal

A student may apply for withdrawal from the entire trimester on prior approval of the college. The principal/head will examine the application for trimester withdrawal and take the appropriate decision.

Attendance Requirements

A student is expected to attend every lecture, tutorial, seminar and practical classes. The concerned faculty will inform the students about the attendance requirements for the course he/she is teaching. However, a student must attend a minimum of 80% of the classes actually held in a course to be eligible to appear in the trimester-end examination.

Repeating a Course

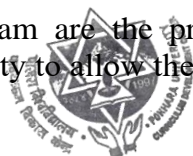
A course is to be taken only once for grade, except when a student receives a 'C' or lower grade. Since passing all courses individually is a degree requirement, the student must retake the failing course when offered and must successfully complete the course.

Retaking a course in which a student has earned 'C' or lower grade is optional. In such a case, the student may be allowed to retake any two courses to achieve a minimum CGPA of 3.0. The grade earned on the retake will be substituted for the grade earned earlier in the course. This provision will not be applicable for project work.

Evaluation System

At the beginning of each trimester, the concerned faculty members must prepare detailed course outline along with the evaluation scheme, and distribute it to the students. A student's performance in a course is evaluated in two ways: term evaluation (internal evaluation) and trimester-end examination (external evaluation). Sixty percent weight is given to the term (internal) evaluation and forty percent weight to the trimester-end examination/evaluation. The pass mark for both the term evaluation and trimester-end examination is 60 percent. A student must qualify in both evaluations separately to get a pass grade in a particular course.

The prominent features of the program are the process of continuous evaluation of a student's performance and the flexibility to allow the student to progress at a pace suited to



his/her individual ability, subject to the regulation of credit requirements. Total evaluation of a course has two parts:

- A. Internal Evaluations, and
- B. External Evaluations

Internal Evaluations

The mode of evaluation in a given course is decided by the concerned faculty who may assign varying weights to one or more of the evaluation modes and will announce such weights in the beginning of the course. The concerned faculty shall be responsible for the continuous in-term/internal evaluations and will evaluate academic performance of students in each course offered in any or a combination of (a) Written test (b) Quizzes and Oral Test (c) Workshop Practices (d) Assignments (e) Term Paper (f) Project work (g) Case Studies Analysis and Discussion (h) Open Book Test (i) Class Participation and (j) Any other test deemed suitable by the concerned faculty member. The internal evaluation shall generally have a total weight of 60 percent in course work related subjects and 100 percent in the case of seminars, practicum and lab work related subjects.

A student will get NOT QUALIFIED (NQ) status in the term evaluation if his/her performance falls below the minimum requirement. Such students will not be allowed to appear in the trimester-end examination of that particular course. Therefore, the concerned faculty members must publish the term evaluation results of students reasonably earlier than the commencement of the trimester-end examinations.

End-term Examinations/Evaluations

There will be end-term examinations/evaluations in the courses offered during the term. The end-term examination/evaluation may be based on problem solving questions, analytical questions, and case studies or any other formats as demanded by a course. It contains 40 percent weight of total evaluation.

The end-term examinations/evaluations of all the courses and activities will be conducted by the college/school except the following 5 courses which end-term examinations of 40 percent weight will be conducted by the Controller of Examinations (COE). The courses for which end-term examinations will be conducted by the COE are as follows:

Accounting for Managerial Decisions	(3.0)
Statistics for Managers	(2.0)
Managerial Economics	(2.0)
Organizational Behavior and Human Resource Management	(2.0)
Business Environment and Strategy	(3.0)

The college/school shall organize the evaluation of all courses under the supervision and monitoring by the COE and the Office of the Dean. The college/school shall also be responsible for evaluating the Internship Project, Graduate Seminar, Term Papers, Practicum, Labs and the Graduate Thesis.

Students are required to take evaluation immediately after the completion of each module.



The concerned college/school must submit marks secured by the students in each course to the COE within 4 weeks from the completion of the examinations and tests.

Pokhara University delegates to a particular college/school the authority of publishing examinations schedule and conducting end-term examinations autonomously such as setting question papers, evaluating answer sheets, project reports, and preparation of results of all the courses except above mentioned five courses where the final examination will be conducted by the COE.

The Office of the Dean, Faculty of Management Studies will closely monitor the in-term and end-term examination/evaluation procedures.

Duration of the Trimester-End Examinations

The duration of trimester-end examination of all 3 credit courses will be 4 hours and that of 2 credit courses will be 3 hours.

Monitoring and Supervision Provision of Evaluation Procedure

The Office of the Dean of the Faculty of Management Studies (FMS) will monitor and supervise the evaluation procedures followed by the school/colleges. The concerned school/college must preserve all the necessary documents like detailed course outline, question papers of the term evaluations, and question papers and answer-sheets of the trimester-end examinations for a period of six months so that those can be submitted to the Dean whenever necessary. The Office of the Dean of FMS will have the right to scrutinize the evaluation procedures and get the answer books re-evaluated by experts in case such need arises.

Grading System

Pokhara University follows a four-point letter grade system. The letter grades awarded to students will be as follows:

Grade	Grade Points	Description
A	4.0	Excellent
A -	3.7	
B +	3.3	Good
B	3.0	Fair
B -	2.7	
C +	2.3	
C	2.0	Pass in Individual Course
F	0.0	Fail

Apart from the letter grades mentioned above, the following letter grades can also be awarded:

W = Withdrawn

I = Incomplete

NC = Non-Credit Course

'W' indicates that a student has officially withdrawn from a course without grade or penalty.



During the regular term, a student seeking to withdraw from a course must do so before the final examination with the permission of the concerned faculty member. 'W' may not be processed after the final examination. 'NC' indicates that student has officially attended a course till the end and completed it successfully but for which no credit will be given. A student can take non-credit course only in addition to the credit hours required for the fulfillment of MBA (Finance) degree. 'T' indicates that a student has not completed all the assignments required in the particular course.

The performance of a student will be evaluated in terms of Cumulative Grade Point Average (CGPA) which is the grade point average of all the completed trimesters.

$$CGPA = \frac{\text{Cumulative total honor points earned}}{\text{Cumulative total number of credit hours taken}}$$

Where,

Honor Point = Grade point earned in a subject \times Number of credits assigned to that subject.

Degree Requirements

To earn the MBA (Finance) degree, a student must:

- meet all the course requirements including industry pathway or research pathway and internship within the time period specified in the normal and maximum duration allowed
- have a minimum 'C' grade in each of the courses, and
- have CGPA of 3.0 or better on the 4.0-point grade scale as prescribed by the University.

General Guidelines for Awarding Grades

Awarding Final Grades

Cumulative total score for the purpose of awarding the final grade in a scale of 0 to 100 will be calculated as follows:

$$\text{Total Marks} = 0.60 \text{ TEM} + 0.40 \text{ TEEM}$$

Where,

TEM = Term Evaluation Marks, and

TEEM = Trimester-End Examination Marks.

This final grade awarding procedure will be followed for all the courses except for Internship, Graduate Thesis, Practicum, Lab works and Industry Pathway evaluations.

Adjustment of Letter Grade

Based on the nature of the course and the level of difficulty of the questions asked, the cut off point for each letter grade may be slightly adjusted using standardized normal distribution and natural breakpoints on the examination of particular course as determined statistically.



Pass Marks in the Trimester-End Examination

The pass marks for the trimester-end examination is 60 percent. However, the pass marks cut off points in the trimester-end examination for a particular course may be slightly adjusted statistically on the basis of breakpoints in student scores.

Congruency between Term Evaluation and Trimester-End Examination Marks

Slight variations between term evaluation marks and the trimester-end examination marks will be considered as normal. However, if the marks in the term evaluation substantially exceed by more than 25%, such marks obtained by students in the term evaluation will be adjusted accordingly.

The repeated occurrence of higher term evaluation score of a college/school, no matter what is written in previous rule, will be penalized by reducing the weight of the term evaluation by 50%. Correspondingly, the weight of the trimester-end examination will be increased. The Office of the Controller of Examinations (COE) possesses the rights to implement this provision.

Normal Distribution of Grades

The University recognizes that there will be variations in the distribution of students' grades. However, the University expects that, on an average, 35% and 60% of passing students in post-graduate level examinations are expected to secure As (A and A-) and Bs (B+, B and B-) letter grades respectively in a course.

Normal and Maximum Duration of the Program

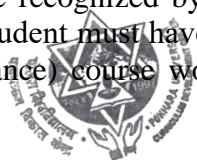
The normal duration for the MBA (Finance) program is 2 years. However, it can be extended up to four years. In case a student completes all course works except Graduate Thesis within four years of enrolment, he/she will be allowed one more year to complete the Graduate Thesis. If a student fails to complete the course requirements within this specified period, all the grades earned by him/her will be cancelled.

Rechecking and Re-Totaling Process

If a student is not satisfied with the grade(s) obtained, he/she can apply for rechecking or re-totaling of the answer books of the trimester-end examination, along with the recommendation from the concerned college, to the Office of the Controller of Examinations upon payment of prescribed fees. The Office of the Controller of Examinations will be responsible for rechecking or re-totaling the answer-books and notify the student about the result within three weeks. However, the provision of rechecking or re-totaling will not apply to the courses/activities like internship, GRR, practicum, labs and seminars.

Distinction and Dean's List

A student who obtains a CGPA of 3.75 or better will receive the degree with distinction. A student's academic achievement will be recognized by including his/her name in the Dean's List. To qualify for the Dean's List, a student must have a CGPA of 3.80 or better. Only those students who complete the MBA (Finance) course work within the normal duration of two



years will be eligible for the Dean's List. Moreover, only those students will be considered for the Dean's List and other awards of the University, who complete their Graduate Thesis within 90 days from the date of the final trimester results.

Credit Transfer

A maximum of 25% of the total credit hours of course work completed by a student in an equivalent program of a recognized university/institution may be transferred/waived for credit by the Dean on the recommendation of the principal/head of the school/college. However, for such transfer of credit, a student must have received a grade of 'B' or better in the respective course. Courses taken more than two years earlier than the date of application will not be accepted for transfer of credit.

Credit transfers will also be allowed from different programs of Pokhara University. In such cases, all credits earned by students in compatible courses with a minimum grade of B may be transferred to the new program.

Unfair Means

The following would be considered as adoption of unfair means during examination:

- Communicating with fellow students for obtaining help.
- Copying from another student's script/report/paper.
- Copying from disk, mobile, palm of hand or other incriminating source and equipment.
- Possession of any incriminating documents, whether used or not.
- Any approach in direct or indirect form to influence teacher concerning grade.
- Unruly behavior with invigilator/subject teacher/expert which disrupts academic program.

If the invigilator detects a student using unfair means, he/she must report immediately to the Examination Superintendent. The superintendent forwards the case to the Examination Board of the University.

Adoption of unfair means may result in the dismissal of the student from the program and expulsion of the student from the college/school and even from Pokhara University.

Dismissals from the Program

A student is normally expected to obtain a GPA of 3.0 in the trimester-end examinations of the MBA (Finance) program. If a student's performance falls short of maintaining this CGPA continuously over the trimesters, he/she may be advised to leave the program or may be dismissed from the program.

Monitoring of Students' Academic Performance

Students' academic performance in each trimester will be monitored by the college/school and those doing poorly will be advised to improve their performance in subsequent trimesters. In case a student fails to attain a CGPA of 3.0 by the end of the third trimester, he/she may be put under probation. His/her college/school registration may be cancelled if the academic performance does not improve substantially.



Examinations and Graduation

The Controller of Examinations is responsible to conduct trimester-end examinations of the following five courses:

Accounting for Managerial Decisions	(3.0)
Statistics for Managers	(2.0)
Managerial Economics	(2.0)
Organizational Behavior and Human Resource Management	(2.0)
Business Environment and Strategy	(3.0)

The concerned school/college will be responsible to conduct all the evaluations of the remaining courses following the examination rules and instructions of the University. It must properly maintain all the necessary documents of these examinations as instructed by the Dean. The school/college must forward final grades of students in each course to the Office of Controller of Examinations within 4 weeks after completion of the trimester-end examinations and the results should not be disclosed to students till formal notification is received from the Control of Examination. The answer sheets must be preserved in sealed bags at the respective school/college for a period of six months. These documents must be submitted to the monitoring committee headed by the Dean as and when asked for.

The examination time-table must be released at least one week before the commencement of the trimester-end examinations by the respective college/school. The time, date, duration, and examination centers must be specified. It is the student's responsibility to take the trimester-end examinations and comply with the examination rules.

The college/school must follow the standard guidelines provided by the Dean for preparation of Internship Project Report and Graduate Thesis. The college/school can select experts independently from the list prepared by the Dean for the evaluation of Graduate Thesis. The Dean will publish such list of experts and review it annually.

The Controller of Examinations will publish the official results of all trimester-end examinations, and make the results available to the concerned college(s). It is the responsibility of the candidates to make themselves aware of their results. Students will be responsible for reviewing their academic and examination records carefully to ensure that they have completed all the degree requirements.

The Controller of Examinations will make arrangements for the graduation ceremony. A graduate wishing to attend the convocation must submit the degree request form to the Office of the Controller of Examinations. Degrees, honors, and medals will be awarded to graduates at the convocation ceremony of the University. Students who need official verification of their graduation before the convocation may apply to the Office of the Controller of Examinations for official transcripts.



MBA (Finance) Curricular Structure

The MBA (Finance) students are required to complete 25 courses including concentration, elective and practicum courses. There are graduate capstone project and experiential learning modules which include the industry track or research track and an internship. Students are required to complete 7 Foundation and Analytical Courses (15 credits), 8 Management Core and Functional Courses (17 credits), 4 Finance Core Courses (8 credits), 4 Concentration/Specialization Courses (6 credits), 2 Elective Courses (4 credits), Capstone Project and Experiential Learning/Graduate Thesis (6 credits) and Internship (4 credits). Total 60 credit hours is required to complete MBA (Finance) degree. The Curricular Structure is as following:

Course Code	Course Title	Credit Hours
Foundation and Analytical Courses		(15 Credits)
ACC 505	Accounting for Managerial Decisions	(3.0)
STT 501	Statistics for Managers	(2.0)
STT 502	Quantitative Methods for Decision Making	(2.0)
ECO 511	Managerial Economics	(2.0)
ECO 512	Macroeconomics and Global Economy	(2.0)
COM 505	Managerial Communication.	(2.0)
MIS 521	Management Information System	(2.0)
Management Core and Functional Courses		(17 Credits)
MGT 542	Organizational Behavior and Human Resource Management	(2.0)
MGT 543	Organizational Behavior and Human Resource Management Practicum	(1.0)
FIN 531	Financial Management	(3.0)
MGT 546	Operations and Supply Chain Management	(2.0)
MKT 561	Marketing Management	(2.0)
RES 611	Business Research Methodology and Consulting	(2.0)
MGT 548	Entrepreneurship and Innovation	(2.0)
MGT 550	Business Environment and Strategy	(3.0)
Finance Core Courses		(8 Credits)
FIN 643	Investment Management	(2.0)
FIN 637	Corporate Finance	(2.0)
FIN 632	Financial Institutions and Markets	(2.0)
FIN 634	International Financial Management	(2.0)

Specialization/Concentration 4 Courses (6 Credits)

The MBA (Finance) students can choose any one concentration area among following 7 areas: Banking, Insurance, Corporate Finance, Investment Management, Microfinance, Government Finance and Professional Accounting. From a selected specialization/concentration area the students have to choose any 4 courses which carry total 6 credit hours consisting of 1.5 credits of each course. These specialization courses provide advanced and in-depth knowledge and practical skills in the preferred field.



A. Banking

- BNK 621 Bank Operations and Management
- BNK 622 Managing Bank Sources and Uses of Funds
- BNK 623 Bank Lending Policies and Practices
- BNK 624 Asset-Liability and Risk Management of Banks
- BNK 627 Central Banking and Monetary Policy
- BNK 629 Seminar in Banking

B. Insurance

- INS 641 Risk Management and Insurance
- INS 642 Property and Liability Insurance
- INS 643 Life and Health Insurance
- INS 645 Reinsurance and Broking
- INS 650 Emerging Issues Cases in insurance
- INS 646 Seminar in Insurance and Social Security

C. Corporate Finance

- FIN 601 Advanced Corporate Finance
- FIN 602 Special Topics in Corporate Finance
- FIN 621 Financial Engineering
- FIN 622 Behavioral Finance
- FIN 623 Cases in corporate finance
- FIN 616 Seminar in Corporate Finance

D. Investment Management

- FIN 611 Analysis and Valuation of Securities
- FIN 612 Applied Portfolio Management
- FIN 613 Investment in Alternative Securities
- FIN 615 Capital Market and Investment Banking
- FIN 616 Cases in investment management
- FIN 617 Seminar in Investments

E. Microfinance

- MFI 651 Microfinance: Theory and Practice
- MFI 652 Microfinance Operations and Management
- MFI 653 Financial Management in Microfinance
- MFI 655 Performance Evaluation and Client Assessment of MFIs
- MFI 656 Cases in Microfinance
- MFI 657 Seminar in Microfinance

F. Government Finance

- GOF 611 Public Finance
- GOF 612 Government Accounting
- GOF 613 Municipal Finance
- GOF 614 Selected Topics in Government Finance
- GOF 615 Cases in Government Finance
- GOF 616 Seminar in Government Finance



G. Professional Accounting

- ACC 612 Auditing
- ACC 613 Taxation in Nepal
- ACC 615 Government Accounting in Nepal
- ACC 616 Local Government Accounting in Nepal
- ACC 619 Seminar in Accounting
- ACC 620 Accounting Software Lab

Elective Courses (4 Credits)

The following courses have been identified for electives. These courses offer students the flexibility to customize their needs and meet their career interests and goals. These are basically sectoral and application courses which address the systematic integration across all of business disciplines. Hence, a wide range of elective options may be offered by a college/school. A college/school can also develop and offer such sector-focused elective courses with the prior approval of the Office of the Dean, Faculty of Management Studies, Pokhara University. MBA (Finance) students are required to select combination of courses or seminar or practicum or lab works all total of 4 credit hours from the following options:

Electives Courses		Credit Hours
ECO 710	Behavioral Economics	(2.0)
ACC 702	Business Tax Planning	(2.0)
ECO 701	Econometrics	(2.0)
MGT 708	Health Care and Hospital Management	(2.0)
MGT 545	International Business	(2.0)
MGT 515	Leadership, Governance and Ethics	(2.0)
MGT 730	Management of Service Sector Organizations	(2.0)
MGT 711	Management of Technology	(2.0)
MFI 683	Microfinance	(2.0)
ECO 712	Monetary Economics	(2.0)
MGT 714	Multinational Management	(2.0)
MGT 716	Project Management	(2.0)
MGT 717	Real Estate Management	(2.0)
MKT 718	Rural Marketing and Agribusiness	(2.0)
MGT 719	Social Entrepreneurship	(2.0)
MGT 721	Tourism and Hospitality Management	(2.0)
ACC 516	Accounting Software Practicum	(1.0)
COM 506	Communication Skills Practicum	(1.0)
MGT 722	Data Science Management Lab	(1.0)
MKT 562	Digital Marketing Practicum	(1.0)
FIN 726	Finance Lab	(1.0)
MIS 522	Management Information Systems Practicum	(1.0)
MGT 728	Seminar in Corporate Governance	(1.0)



During fifth trimester students can choose either Industry Pathway or the Research Pathway

The Research Track: Graduate Thesis (6 Credits)

OR

Industry Pathway:

- Consulting Project (3 Credits) or New Venture Creation (3 Credits)
- Project on Doing Business in Nepal (3 Credits)

Internship (4 Credits)

During the sixth trimester, students are expected to undertake an intensive internship, culminating in the submission and presentation of a comprehensive internship report, which accounts for 4 credits. The internship is normally expected to result in a placement offer and the student continues to work.



Term-wise Curriculum Structure

POKHARA UNIVERSITY MBA (FINANCE)

Term I	10 Credits
ACC 515 Accounting for Managerial Decisions	(3.0)
STT 501 Statistics for Managers	(2.0)
ECO 511 Managerial Economics	(2.0)
MGT 542 Organizational Behavior and Human Resource Management	(2.0)
MGT 543 Organizational Behavior and Human Resource Practicum	(1.0)
Term II	11 Credits
FIN 531 Financial Management	(3.0)
STT 502 Quantitative Methods for Decision Making	(2.0)
ECO 512 Macroeconomics and Global Economy	(2.0)
MGT 546 Operations and Supply Chain Management	(2.0)
MKT 561 Marketing Management	(2.0)
Term III	12 Credits
RES 611 Business Research Methodology and Consulting	(2.0)
MGT 548 Entrepreneurship and Innovation	(2.0)
MIS 521 Management Information System	(2.0)
COM 505 Managerial Communication	(2.0)
FIN 637 Corporate Finance	(2.0)
FIN 643 Investment Management	(2.0)
Term IV	12 Credits
MGT 550 Business Environment and Strategy	(3.0)
FIN 632 Financial Institutions and Market	(2.0)
FIN 634 International Financial Management	(2.0)
Concentration I	(1.5)
Concentration II	(1.5)
Elective I	(2.0)
Term V	11 Credits
Concentration II	(1.5)
Concentration III	(1.5)
Elective II	(2.0)
Capstone Project and Experiential Learning	(6.0)
Industry Pathway	Research Pathway
COP 660 Consulting Project (3.0)	
OR for COP 660	
NVC 670 New Venture Creation (3.0)	RES 612 Graduate Thesis (6.0)
DBN 680 Doing Business in Nepal (3.0)	
Term VI	4 Credits
MGT 548 Internship	(4.0)



Internship

During the sixth trimester, students are expected to undertake an intensive internship, culminating in the submission and presentation of a comprehensive internship report, which accounts for 4 credits. The internship is normally expected to result in a placement offer and the student continues to work.

Students will conduct the internship under the dual supervision of a faculty supervisor and a supervisor assigned at the workplace. To successfully complete the course and earn the assigned credits, the student must satisfactorily complete the following requirements:

1. Complete the measurable learning objectives specified in the internship course descriptor.
2. Complete 3 months of satisfactory work experience with an approved employer.
3. Maintain a weekly journal of the work/learning experience while on the job.
4. Complete a final paper as outlined in this handbook or as assigned by the Internship Faculty Supervisor.
5. Submit an internship report and complete a final session with the internship presentation.

The evaluation of the Internship shall be based on confidential report of the host organization (40 percent) and presentation of the Internship Project Report in a seminar (60 percent).

The Research Track: Graduate Thesis

Towards the end of their study period, participating students who choose the research track are required to undertake a research assignment and prepare an integrative research report in any areas of management as approved by the college/school. Students are required to attend the viva-voce examination and give a seminar presentation of their report as organized by the college/school. The weightage given for viva and the research report will be 25% and 75% respectively. For the evaluation of the research report, the college/school shall appoint internal and external examiners. The external examiner shall be appointed from the list approved by the Office of the Dean.

The Industry Track

In the industry-oriented pathway, students are required to undertake a consulting project or engage in new venture creation (3 credits), in addition to selecting a course that aligns with and supports their chosen industry pathway (3 credits).

Consulting Project

The intensive, hands-on Consulting Project, spanning over a period of minimum 3 months, provides MBA (Finance) students an opportunity to apply what they have learnt in the classroom to solve a real-world business problem or tap into growth opportunities of the business. Working in small teams from their class and collaborating closely with key business stakeholders, the participants will research and analyze existing business/organizational issues and recommend an in-depth and comprehensive, strategic business solution and recommendations.

This course is designed to facilitate students in the identification, design, planning and reflection on a business focused project. The consulting project is an integrative course that cuts across all taught courses in the MBA (Finance) facilitating students to engage in identifying, designing, negotiating, implementing, leading and evaluating a business focused project. This project module provides a context of practice, where students can apply, rehearse and evaluate the techniques, knowledge and skills developed through the program. By engaging with businesses and / or the voluntary, social enterprise or charities students will be able to directly engage with and positively impact upon the local community.



Course Details: MBA (Finance) Program, Trimester I

Term I	Total 10 Credits
ACC 515 Accounting for Managerial Decisions	(3.0)
STT 501 Statistics for Managers	(2.0)
ECO 511 Managerial Economics	(2.0)
MGT 542 Organizational Behavior and Human Resource Management	(2.0)
MGT 543 Organizational Behavior and Human Resource Practicum	(1.0)



Accounting for Managerial Decisions

Pokhara University
Faculty of Management Studies

Course code: ACC 515

Course title: **Accounting for Managerial Decisions**

Nature of the course: Theory & Practice

Year 1, Trimester I

Level: Master

Program: MBA/MBA (Finance)/MBA (Global Business)

Full marks: 100

Pass marks: 60

Credit hours: 3.0

Total hours: 36

1. Course Description

The course aims to provide students with in-depth knowledge of the concepts, tools, and techniques of accounting for management decisions, as well as skills for their practical applications of financial statement preparation, strategic planning, implementing and controlling, and regular decision-making processes. First, it introduces the general concepts of financial accounting, transaction handling, and financial statement preparation. It then discusses the accounting and disclosure of major components in financial statements. This course also covers the concepts, tools, and techniques of management accounting and controllership functions. The course uses lecturers, practical exercises, and case studies to emphasize the application of concepts.

2. General Objectives

The general objectives of this course are:

- To make the students familiar with the basic concepts and practices leading to the presentation of financial statements.
- To familiarize the students with the financial statements of an organization as a user of management information.
- To enable the students to demonstrate the managerial applications of cost-volume-profit analysis for profit planning.
- To make the students measure the relationship between accounting information and decisions in various decision-making processes.
- To equip students with establishing the function and types of budgets and performance reports in planning and control.

3. Contents in Detail

Specific Objectives	Contents
<ul style="list-style-type: none"> • Describe the role and significance of accounting information. • Identify the different users of accounting information and analyze their specific needs. • Describe the desirable qualities of accounting information. • Understand the legal environment of accounting. 	<p>Unit I: Accounting as a Form of Communication (4 Hours)</p> <p>1.1 Introduction to accounting; Forms of business organizations</p> <p>1.2 Users of accounting information and their needs</p> <p>1.3 Desirable qualities of accounting</p>



<ul style="list-style-type: none"> • Recognize the structure and components of major financial statements and explain their objectives. 	<p>information</p> <p>1.4 Fundamental accounting assumptions</p> <p>1.5 Accounting/Reporting Standards Overview of International Financial Reporting Standards (IFRSs)</p> <p>1.6 Major Nepal Financial Reporting Standards (NFRSs) and its components</p> <p>1.7 Branches of accounting; The accounting profession.</p>
<ul style="list-style-type: none"> • Describe the nature and significance of economic events and explain the role of source documents in the accounting process. • Apply the rules for debit and credit in recording and posting transactions and prepare an unadjusted trial balance. • Compare the cash and accrual bases of accounting and construct a worksheet for preparing closing entries. 	<p>Unit II: Processing Accounting Information (5 Hours)</p> <p>2.1 Economic events; The role of source documents; Accounting equation;</p> <p>2.2 Rules for debit and credit; Recording and posting of transactions;</p> <p>2.3 Preparation of an unadjusted trial balance; Cash vs. accrual bases of accounting;</p> <p>2.4 Adjusting entries for accruals and deferrals; Adjusted trial balance; Worksheet; Closing entries.</p>
<ul style="list-style-type: none"> • Prepare an income statement using the multi-step format and analyze its components to assess the operational performance of a business. • Construct a statement of retained earnings and explain its significance in reflecting changes in equity over a reporting period. • Create a classified balance sheet and categorize assets, liabilities, and equity to present a clear financial position of a business. • Generate a cash flow and evaluate cash flows from operating, investing, and financing activities. 	<p>Unit III: Preparing Financial Statements (5 Hours)</p> <p>3.1 Introduction and objectives of financial statements</p> <p>3.2 Preparing Income Statement using multi-step format, Statement of retained earnings, Classified balance sheet, and Cash flow statement via direct method.</p>
<ul style="list-style-type: none"> • Describe the nature of inventory and explain its importance in the financial statements of a business. • Identify and analyze the impact of inventory errors on financial statements • Compare and apply different inventory costing methods and evaluate their effects on income and taxes. • Describe the process of acquisition of operating assets and distinguish between capital and revenue expenditures. 	<p>Unit IV: Accounting and Reporting of Inventories and Operating Assets in Financial Statements (2+2 = 4 Hours)</p> <p>4.1 Inventories and Cost of Goods Sold: The nature of inventory, inventory errors, inventory costing methods (first-in, first-out, last-in, first-out, and weighted average cost) under a periodic inventory system, and its effect on income and taxes.</p>



<ul style="list-style-type: none"> • Explain the principles of accounting and reporting for fixed assets and apply various methods of depreciation. • Analyze the accounting treatment for the disposal of operating assets. 	<p>4.2 Property, Plant, and Equipment: Acquisition of operating assets; Capital vs. revenue expenditure; Accounting and reporting of fixed assets and depreciation; Disposal of operating assets.</p>
<ul style="list-style-type: none"> • Elucidate the concept and goal of management accounting. • Describe the management process and analyze the role of management accounting in this process. • Contrast management accounting with financial accounting. • Explain the organizational structure and role of management accountants within a business. • Describe the concept of cost drivers, cost centers, and cost behavior. • Apply the high-low method to segregate mixed costs into variable and fixed components. • Illustrate break-even analysis, and analyze the effects of changes in volume on costs and profits. • Evaluate the impact of income tax, determine the margin of safety, estimate sales for desired profit, • Calculate the selling price, and assess operating leverage. • Explain the concepts of relevance, opportunity, and differential costs, and describe their significance in decision-making. • Outline the steps in the decision-making process and compare quantitative and qualitative analysis in evaluating decisions. • Apply decision-making techniques for make-or-buy, drop-or-continue, and accept-or-reject special offers. • Analyze the major influences on pricing decisions. 	<p>Unit V: Management Accounting Fundamentals (2+5+3 = 10 Hours)</p> <p>5.1 Management Accounting System: Concept and goal of management accounting; The management process and the role of management accounting; Management versus financial accounting; Organizational structure and management accountant, Contemporary issues in management accounting.</p> <p>5.2 Analysis of Cost Behavior and Cost-Volume-Profit: Concept of cost drivers, cost center, and cost behavior; Management influence on cost behavior; Concept of variable, fixed, and mixed cost; Segregation of mixed cost into variable and fixed cost using the high-low method; Relevant range of activity; Changes in costs and profits with changes in volumes; Contribution margin ratio and analysis; Break-even analysis; Effect of income tax; The margin of safety; Estimation of sales for desired profit; Determination of selling price; Operating leverage.</p> <p>5.3 Relevance, Costs, Decision Process, and Pricing: Concept of relevance, opportunity, and differential costs; Steps in the decision-making process; Quantitative vs. qualitative analysis Decision-making techniques for make or buy, drop or continue, and accept or reject special offers; Major influences on pricing decisions.</p>
<ul style="list-style-type: none"> • Explain the purpose for using budgets in planning. • Describe the budgeting process and various types of budgets. • Prepare the master budget, including static 	<p>Unit VI: Budgeting for Planning and Control (8 Hours)</p> <p>6.1 Planning and budgeting; Reasons to use budget; The budgeting process; Types of budgets;</p>



and flexible budgets, • Analyze activity variances and interpret the performance report to assess organizational performance.	6.2 Preparing a master budget: static vs. flexible budget; Preparing a flexible budget; Activities variances; 6.3 The performance report.
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Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.

4. Methods of Instruction

Class lectures, interactive sessions, discussions, case analysis, group work, assignments, term paper writing, article review, presentations and guest lectures.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is evaluated on the basis of continuous evaluation and trimester-end examination. Sixty percent weight is given to the continuous evaluation and forty percent weight to the trimester-end examination.

5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of any combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40 percent weight of total evaluation.

5.2 Students' Responsibilities

Each student must secure at least 60 percent marks in the internal evaluation with 80 percent attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Term examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to attend a formal exam, quiz, test, etc. and there is not any provision for a re-exam.



6. Prescribed Books and References

Text Books

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

Horngren, Charles T., Sundem, Gary L and Stratton William O. Jeff Schatzberg, Dave Burgstahler, *Introduction to Management Accounting*. Prentice Hall.

References

Lo, C., *Accounting for Management Decision*. Learn Now Publication.

Brewer, P.C., Garrison, R. H. & Noreen, E.W., *Introduction to Managerial Accounting*. McGraw Hill.

Narayanaswamy, R, *Financial Accounting. A Managerial Perspective*. New Delhi: Prentice Hall of India.

Relevant Publications of International Accounting Standards Board and Accounting Standards Board of Nepal.



Statistics for Managers

Pokhara University Faculty of Management Studies

Course code: STT 501

Course title: **Statistics for Managers**

Nature of the course: Theory & Practice

Year 1, Trimester I

Level: Master

Program: MBA/MBA (Finance)/MBA (Global Business)

Full marks: 100

Pass marks: 60

Credit hours: 2.0

Total hours: 24

1. Course Description

This course focuses on fundamental and inferential statistical techniques and tools for analyzing business decision making problems. The course covers Basics of Probability, Probability Distribution, Sampling Distribution and Estimation, Hypothesis Testing, and Chi-square test and ANOVA.

2. General Objectives

The general objectives of this course are:

- To familiarize students with various statistical methods and techniques for analyzing data.
- To impart analytical skills in the students required for the managerial application of statistical methods for analyzing data in the field of business decision making.
- To enable students with the skills to use of real data in the practical business and management-based applications.
- To familiarize students with statistical software used for data analysis, such as Microsoft Excel, SPSS, or R Studio.
- To enable students to correctly interpret statistical values and results.
- To equip students competent in understanding and applying the concepts of hypothesis testing and significance tests.

3. Contents in Detail

Specific Objectives	Contents
<ul style="list-style-type: none"> • Able to define the terminologies associated with statistics including descriptive and inferential statistics. • Organize the numerical data. • Construct tables and charts for Numerical and Categorical data. • Construct and interpret a box-and whisker plot. 	<p>Unit I: Review of Terminologies on Statistics and Descriptive Statistics (4 Hours)</p> <p>1.1 Terminologies: Statistics - Descriptive and Inferential; Parametric and Non-parametric; Data type - Categorical, Numerical, Discrete, Continuous; Variables – Dependent and Independent, Population and Sample.</p> <p>1.2 Constructing tables (Frequency distribution),</p> <p>1.3 Descriptive Statistics (Central Tendency)</p> <p>1.4 Descriptive Statistics (Dispersion)</p> <p>1.5 Descriptive Statistics (Relative Positions)</p> <p>1.6 Descriptive Statistics (Five Number Summary and Box and</p>



	Whisker plot)
<ul style="list-style-type: none"> Calculate marginal, joint and conditional probabilities using addition, multiplication, and Bayes' rule 	Unit II: Basics of Probability (4 Hours) 2.1 Review of fundamental concepts of probability 2.2 Counting rules: Multiplication, Permutation and Combination. 2.3 Types of probability: Classical probability, Statistical probability and Subjective probability. 2.4 Laws of probability: Addition law, multiplication law, condition probability. 2.5 Bayes' theorem 2.6 Application of probability in decision making process and solving problems.
<ul style="list-style-type: none"> Describe the essential features of statistical distributions. Compute probabilities using discrete and continuous probability distributions. 	Unit III: Probability Distribution (4 Hours) 3.1 Random Variable: Discrete and continuous random variables 3.2 Mathematical Expectation: Expected Value, Standard Deviation and Variance of a Discrete Random Variable and application of expectation in decision making Process 3.3 Probability Distribution; Binomial, Poisson and Normal, Normal approximation of Binomial and Poisson distributions. 3.4 Solving decision making problems
<ul style="list-style-type: none"> Describe and calculate sampling distribution of sample mean and sample proportion. Calculate the required sample size to estimate the parameters. 	Unit IV: Sampling Distribution and Estimation (3 Hours) 4.1 Sampling: Types of Sampling, Sampling Distribution of Mean, Sampling Distribution of Proportion, 4.2 Estimation: Properties of Estimation, Point Estimation, Interval Estimation (Single Mean, Single Proportion), Sample 4.3 Determination of sample size: For estimating mean and Proportion. 4.4 Solving business related numerical problems.
<ul style="list-style-type: none"> Describe and apply the concepts of inferential statistical techniques, and tools on hypothesis testing; t-test, Z-test. Enable in using these techniques for analyzing business decision making problems. Use excel and SPSS for hypothesis testing. 	Unit V: Hypothesis testing (6 Hours) 5.1 Terms related to hypothesis: Null and alternative hypotheses, type I and type II errors, level of significance, critical region, p-value in hypothesis. 5.2 Significance test: 5.2.1 Test of significance of mean (single and double samples, large and small samples, independent and dependent samples), 5.2.2 Test of significance of proportion (single and double samples) Solving business related problems.
<ul style="list-style-type: none"> Know how and when to use the chi-square test for contingency tables. Analyze the relationship between two attributes. Compare of three or more than three means. 	Unit VI: Chi-square test and ANOVA test (3 Hours) 6.1 Chi-square test for the independence of attributes. 6.2 Analysis of variance test (ANOVA) for one-way classification 6.3 Solving business related problems.



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| <ul style="list-style-type: none"> • Apply findings in the business decision making problems. • Use Excel and SPSS for Chi square and ANOVA. | |
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Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.

4. Methods of Instruction

Class lectures, interactive sessions, discussions, case analysis, group work, assignments, term paper writing, article review, presentations and guest lectures.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is evaluated on the basis of continuous evaluation and trimester-end examination. 60% weight is given to the continuous evaluation and 40% weight to the trimester-end examination.

5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty. It carries 60% weight of total evaluation.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40% weight of total evaluation.

5.2 Students' Responsibilities

Each student must secure at least 60% marks in the internal evaluation with 80% attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End Term Examination. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to attend a formal exam, quiz, test, etc. and there is not any provision for a re-exam.



6. Prescribed Books and References

Text Books

Levine, D. M., Krehbiel, T. C., Berenson, M. L., & Viswanathan, P. K. *Business Statistics: A First Course*. New Delhi: Pearson Education.

Levin, R. I. and Rubin, D. S., *Statistics for Management*. New Delhi: Prentice Hall

References

Siegel, A. F., *Practical Business Statistics*. New York: Andrew F, Irwin.

Anderson, D. R., Sweeney, D.J. and Williams, T. A., *Statistics for Business and Economics*. New Delhi: Thomson.



Managerial Economics

Pokhara University Faculty of Management Studies

Course code: ECO 511

Course title: **Managerial Economics**

Nature of the course: Theory & Practice

Year 1, Trimester I

Level: Master

Program: MBA/MBA (Finance)/MBA (Global Business)

Full marks: 100

Pass marks: 60

Credit hours: 2.0

Total hours: 24

1. Course Description

This course examines the application of microeconomic theory and analysis to managerial decision-making processes. It aims to equip students with the analytical tools and economic reasoning necessary to make sound decisions in a complex business environment. Topics include demand analysis, production and cost analysis, market structures, pricing strategies and some public and private policies.

2. General Objectives

The general objectives of this course are:

- To equip students with a deep understanding of microeconomic concepts relevant to business decision-making.
- To enable the students to apply economic theories and quantitative methods to analyze business problems.
- To enhance the capacity of the students to evaluate market conditions, competitive dynamics, and the economic environment and formulate effective business strategies.
- To teach students how to optimize the use of resources within an organization under different market conditions.
- To make the students knowledgeable about the impact of government policies, regulations, and global economic trends on business operations and strategy.

3. Contents in Detail

Specific Objectives	Contents
<ul style="list-style-type: none"> • Explain a clear understanding of the nature and scope of managerial economics, including its definition, purpose, relevance to various business functions and how it bridges economic theory with practical business decision-making. 	<p>Unit I: Introduction to Managerial Economics (3 Hours)</p> <p>1.1. Nature and scope of managerial economics</p> <p>1.2. Production possibilities and opportunities cost</p>



<ul style="list-style-type: none"> • Apply quantitative measures (such as elasticity) and graphical tools (such as supply-demand diagrams and indifference curves) to analyze economic phenomena. • Assess government interventions in markets, understanding their impacts on efficiency, equity, and overall welfare. • Devise decision-making skills on how consumers optimize their choices in given constraints, and how firms can respond to changes in market conditions and policies. 	Unit II: Demand and Supply Analysis (6 Hours) <ol style="list-style-type: none"> 2.1. Market forces of demand and supply 2.2. Elasticity and its application 2.3. Supply, demand and government policies: price ceiling, price floor, tax and subsidy, elasticity and tax incidence 2.4. Indifference curve, consumer's optimal choices
<ul style="list-style-type: none"> • Describe how firms make production and cost-related decisions in both the short-run and long-run, and how these decisions impact overall business performance. • Apply strong analytical and graphical skills, enabling them to visualize and analyze production processes and cost structures. • Discuss decision-making capabilities by learning how to apply theoretical concepts to optimize production, minimize costs, and maximize output in practical business scenarios. 	Unit III: Production and Cost Analysis (5 Hours) <ol style="list-style-type: none"> 3.1. Short-run and long-run production 3.2. Short-run and long-run cost 3.3. Isoquant production 3.4. Optimal input combination for minimizing cost or maximizing output
<ul style="list-style-type: none"> • Compare and contrast different market structures, understanding the implications of each for business strategy and public policy. • Calculate how firms in various market structures determine pricing, output, and competitive strategies. 	Unit IV: Market Structure (6 Hours) <ol style="list-style-type: none"> 4.1. Market structure and degree of competition 4.2. Perfect competition: Price and output determination 4.3. Monopoly: Sources of monopoly, price and output determination, price discrimination 4.4. Monopolistic competition: Price and output determination 4.5. Oligopoly: Meaning and sources, oligopoly models (Cartel, Price Leadership and Kinked Demand Curve)
<ul style="list-style-type: none"> • Judge the ethical dimensions of externalities, public goods and common resources considering the impact of individual actions on societal welfare • Discuss appropriate public and private policies for addressing market failures and promoting economic efficiency 	Unit V: Market Failure and Externalities (4 Hours) <ol style="list-style-type: none"> 5.1 Externalities and market inefficacy 5.2 Public policies towards externalities 5.3 Private solutions to externalities 5.4 Public goods and common resources

Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.

4. Methods of Instruction

Class lectures, discussions on real-world business scenarios, group discussion, quantitative



exercises, interactive sessions, case analysis, assignments, term paper writing, article review, presentations and guest lectures.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is evaluated on the basis of continuous evaluation and trimester-end examination. Sixty percent weight is given to the continuous evaluation and forty percent weight to the trimester-end examination.

5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of any combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40 percent weight of total evaluation.

5.2 Students' Responsibilities

Each student must secure at least 60 percent marks in the internal evaluation with 80 percent attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Term examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to attend a formal exam, quiz, test, etc. and there is not any provision for a re-exam.

6. Prescribed Books and References

Text Books

Mankiw, N. G., *Principles of Microeconomics*. South-Western Cengage Learning

References

Salvatore, D., *Managerial Economics: Principles and Worldwide Application*. Oxford University Press.

Seo, K. K., *Managerial Economics: Text, Problems and Short Cases*. Simon & Schuster Custom Publishing.



Organizational Behaviour and Human Resource Management

Pokhara University
Faculty of Management Studies

Course code: MGT 543

Full marks: 100

Course title: **Organizational Behaviour and Human Resource Management** Pass marks: 60

Nature of the course: Theory & Practice

Credit hours: 2.0

Year 1, Trimester I

Total hours: 24

Level: Master

Program: MBA/MBA (Finance)/MBA (Global Business)

1. Course Description

In today's globalized and increasingly complex organizational landscape, this course is designed to equip students with the skills and knowledge to effectively understand, manage and optimize human resources, the most critical asset of any organization. This course covers a comprehensive exploration of Organizational Behavior (OB) and Human Resource Management (HRM), emphasizing the vital connection between human behavior and organizational success. OB lays the foundation for understanding and managing individual and team behavior within organizational settings. In parallel, effective HRM is essential for ensuring an organization's long-term sustainability, making this course integral to mastering the management of an organization's most valuable asset-its people.

Students will gain insights into individual factors such as personality, attitudes, perception, values, emotional intelligence and motivation, as well as group dynamics. Additionally, the course will also delve into organizational culture. Emphasizing practical skills, it prepares students to effectively perform essential HRM functions such as job analysis, recruitment, selection, training, compensation, and performance evaluation needed to understand the strategic Human Resource Management. By integrating OB and HRM principles, the course equips students with the knowledge and competencies needed to manage and lead people within complex organizational settings.

The ultimate goal of this course is to prepare future managers, leaders, and entrepreneurs with a deep understanding of human behavior and its influence on organizational success. By mastering the management of behavior, expectations, and development of human resource, students will be empowered to know how to enhance productivity, commitment, and positivity within teams, driving the organizations toward achieving superordinate goals.

2. General Objectives

The general objectives of the course are:

- To understand the key concepts of Organizational Behaviour and their impact on management practices.
- To equip students with a deep understanding of how individual, group, and organizational behaviors impact workplace effectiveness.
- To gain insights into Human Resources Management strategies and practices.
- To provide students with practical HRM skills, including recruitment, selection,



- training compensation, performance evaluation, and labor relations.
- To make students understand HRM skills are essential for ensuring that the organization's human resources are effectively managed and aligned with its strategic objectives.
 - To ensure that students are well-prepared to assume managerial roles by equipping them with the knowledge, skills, and abilities needed to perform essential HR functions. This preparation includes not only technical HR skills but also the behavioral competencies necessary to lead and manage people effectively.

3. Contents in Detail

Specific Objectives	Contents
<ul style="list-style-type: none"> • Understand the relationship between OB and HRM. • Identify the role of HR managers in influencing organizational behavior. • Understand how OB influences a variety of behaviors such as motivation, communication, teamwork, and leadership within organizations. • Define the core functions and roles of HRM within an organization, including recruitment, selection, training and development, compensation, and performance management. 	Unit I: Introduction to OB and HRM (3 Hours) <ul style="list-style-type: none"> 1.1 Overview of the interplay between OB and HRM 1.2 Strategic significance of combining OB and HRM in organizational contexts 1.3 Understanding the scope and goals of OB and the type of behaviors it influences. 1.4 Understanding the HRM roles and its positioning
<ul style="list-style-type: none"> • Describe the impact of key job attitudes such as job satisfaction, organizational commitment, and employee engagement on workplace behavior. • Explore the relationship between emotional intelligence and leadership effectiveness in the corporate setting. • Explain personality theory and their application on workplace. • Understand the impact of social perception in managerial decision-making and workplace relationships. 	Unit II: Individual Behavior in Organizations (4 Hours) <ul style="list-style-type: none"> 2.1 Attitudes versus values; Understanding job attitudes in workplace; Importance of Emotional intelligence in the corporate world. 2.2 Personality-job fit; Personality and job performance; The Big Five Personality Dimensions-personality testing. 2.3 Why perception matters? Managerial implications of social perception; common mental shortcuts affecting perceptual outcomes
<ul style="list-style-type: none"> • Understand the key elements that influence how groups form, develop, and function, and identify potential threats to group effectiveness • Discuss the role of leadership styles in developing high performance teams. 	Unit III: Group Dynamics and Leading Teams (3 Hours) <ul style="list-style-type: none"> 3.1 Understanding Group Behavior; Threats to group effectiveness 3.2 Effective Team Building and Collaboration-Developing High performance teams 3.3 Leading teams –different leadership types and its appropriateness.



<ul style="list-style-type: none"> Understand the job matching using job specification & job description To understand the strategies and processes involved in talent acquisition and retention. To gain practical experiences in applying HR analytics in real-world management challenges. Design and develop effective recruitment strategies as a priority initial process for organizational performances. 	Unit IV: Human Resource Planning and Acquisition (4 Hours) 4.1 Job Analysis and Design 4.2 Recruitment and selection processes and methods and its efficacy. 4.3 Applying HR strategies to Talent Acquisition and Retention 4.3.1 Using HR Analytics for Data-driven decision making 4.3.2 Real life application of HR analytics in improving organizational performance
<ul style="list-style-type: none"> Identify, design and implementation of effective training methods. Understand the performance management process and implement effective performance appraisal methods. 	Unit V: Orientation, Socialization, Employee Training and Development and Performance Management (4 Hours) 5.1 Importance of orientation and socialization for new recruits 5.2 Various training and development methods 5.3 Performance management cycle and its importance
<ul style="list-style-type: none"> Understand the concept of rewards and compensation management and its role in the overall HR management system. 	Unit VI: Compensation, Benefits, and Employee Relations (3 Hours) 6.1 Understanding compensation management and its objectives and importance. 6.2 The concept of total rewards and the role of incentives and benefits. 6.3 Understanding employee relations at its core.
<ul style="list-style-type: none"> Understand change management and learn how to manage resistance and implement strategies for successful change. 	Unit VII: Managing Change (3 Hours) 7.1 Introduction to change management 7.2 Strategies to address resistance to change 7.3 Different models of leading change

Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.

4. Methods of Instructions

Lectures, readings, classroom discussions, experiential exercises, quiz, self-learning modules, case analysis, simulations, group project and presentations.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is evaluated on the basis of continuous evaluation and trimester-end examination. Sixty percent weight is given to the continuous evaluation and forty percent weight to the trimester-end examination.



5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of any combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40 percent weight of total evaluation.

5.2 Students' Responsibilities

Each student must secure at least 60 percent marks in the internal evaluation with 80 percent attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Term examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to attend a formal exam, quiz, test, etc., there is not any provision for a re-exam.

6. Prescribed Books and References

Text Books

Robbins, S. P., & Judge, T. A. *Organizational behavior*. Pearson.
Dessler, G. *Human resource management*. Pearson.

References

Luthans, F. *Organizational behavior: An evidence-based approach*. McGraw-Hill Education.
Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. *Human resource management: Gaining a competitive advantage*. McGraw-Hill Education.
Snell, S. A., Morris, S. S., & Bohlander, G. W. *Managing human resources*. Cengage Learning.



Organizational Behaviour and Human Resource Practicum

Pokhara University
Faculty of Management Studies

Course code: MGT 543

Full marks: 100

Course title: **Organizational Behaviour and Human Resource Practicum**

Pass marks: 60

Nature of the course: Practical

Credit hours: 1.0

Year 1, Trimester I

Total hours: 12

Level: Master

Program: MBA/ MBA (Finance)/ MBA (Global Business)

1. Course Description

This practicum course offers hands-on experience in applying the principles of Organizational Behavior (OB) and Human Resource Management (HRM) within real-world organizational settings. Through a combination of interactive workshops, case studies, role-playing exercises, and field projects, students will develop practical skills essential for managing human resources and fostering effective behavior in teams and organizations. The course emphasizes the connection between individual behavior, group dynamics, organizational culture, and HRM strategies, preparing students for leadership roles in different organizational environments.

2. General Objectives

The general objectives of the course are:

- To develop skills in the students to apply OB concepts such as personality, motivation, and emotional intelligence to manage individual and team behavior.
- To enable the students how to apply motivational strategies to enhance individual and team performance
- To make the students knowledgeable about the influence of organizational culture to support strategic goals.
- To make the students cognizant about the role of leadership and change management within diverse teams.
- To demonstrate the students to conduct job analysis, recruitment, selection, training, and performance evaluation within an HRM context.
- To enable the students to apply practical solutions to HRM challenges in real-world scenarios.
- To develop students' competencies to critically analyze various methods organizations use to evaluate employee performance and identify key performance metrics and criteria that are prevalent across industries.

3. Contents in Detail

The trimester system regulations of Pokhara University for master's level programs under the Faculty of Management Studies (FMS) grant autonomy to faculty members in developing course details and preparing teaching plans. Faculty members are empowered to adapt and modify course content to align with market needs and contextual demands, provided that the core objectives and major components of the course remain intact. The



suggested course contents are as follows:

Specific Objectives	Contents
<ul style="list-style-type: none"> • Review and analyze local and international case studies from diverse industries to identify key issues and challenges in the field of OB and HRM faced by organizations in various contexts. • Develop a personal action plan based on reflective awareness to enhance professional effectiveness and align behavior with career goals and organizational values. • Identify and understand key personality traits in oneself using established personality frameworks (e.g., Myers-Briggs Type Indicator, Big Five Personality Traits). • Engage in simulations to experience and understand the impact of emotional intelligence, attitude and perception in professional and personal scenarios. 	<p>Unit I: Foundations of Organizational Behavior and Human Resource Management (3 Hours)</p> <p>1.1. Introduction to OB and HRM</p> <ul style="list-style-type: none"> • Case Analysis: Local cases and international cases from different industry analyzing a real-world scenario of individual behavior in organizations. • Self-Analysis on the behavioral perspective (Reflective awareness assessments) <p>1.2. Understanding Individual Behavior</p> <ul style="list-style-type: none"> • Personality Analysis of oneself and others. • Simulation on different important topics like Emotional Intelligence, Attitude, and Perception.
<ul style="list-style-type: none"> • Identify personal experiences and insights that influence their motivation at work/academic/proposed organizational settings and compare and contrast their individual motivators with those of their peers through structured discussions • Identify innovative employee motivation methods that are currently being used in various industries and evaluate the practicality of the identified motivation methods by analyzing their potential implementation challenges. • Design a motivational plan that not only drives employee engagement and performance but also aligns with the broader goals and values of the company. • Identify and research various leadership styles (e.g., transformational, transactional, servant leadership) and their impact on team dynamics. • Practice and refine the leadership skills and communication techniques through role-playing different scenarios that 	<p>Unit II: Motivation and Leadership in Organizations (2 Hours)</p> <p>2.1 Understanding the motivation from the real world scenario</p> <ul style="list-style-type: none"> • Analyzing key drivers influencing performance through introspection and personal experiences, contrasting individual motivators with those of others, and compiling diverse motivators to understand motivation in individuals and teams. Besides the ones identified, the students will explore innovative employee motivation methods and assess their practicality by identifying potential implementation challenges. This will lead to a better understanding and consideration of the feasibility of appealing ideas and prompt the consideration of alternative solutions- so critical in today's workplace. • Designing a motivational strategy for an organization



require leadership and teamwork.	<p>2.2 Leadership and Communication</p> <ul style="list-style-type: none"> • Collage making on Leadership styles and their impact on team dynamics • Role-Playing Exercise: Practicing leadership and communication in various scenarios, Dynamics of teamwork and collaboration.
<ul style="list-style-type: none"> • Use any of the major change management models (e.g., Lewin's Change Model, Kotter's 8-Step Model, and ADKAR) to understand their approaches in managing resistance. • Identify the cultural components of organizations that influence their ability to implement and sustain change. 	<p>Unit III: Organizational Culture and Change (1 Hour)</p> <p>3.1 Managing change and resistance within organizations using different models</p> <p>3.2 Assessing and analyzing culture and change management in organizations-case critique</p>
<ul style="list-style-type: none"> • Prepare a clear and accurate job description that supports HR in attracting, screening, and selecting the most suitable candidates for the position. • Apply constructive feedback and simulation exercises to analyze and identify best practices in recruitment and selection, focusing on the latest trends, tools, and methodologies that enhance the hiring process. • Foster connections between the HR expert and students, encouraging ongoing mentorship and professional networking. • Develop a comprehensive training plan, including modules, topics, and key learning activities. 	<p>Unit IV: Strategic Human Resource Management (3 Hours)</p> <p>4.1 Job Analysis, Recruitment, and Selection</p> <ul style="list-style-type: none"> • Conducting job analysis and designing job descriptions for real world jobs • Reviewing of the best practices in recruitment and selection processes, simulated interviews, role-playing, and behavioral modeling—grounded in the psychological concepts of imitation, guidance, feedback, and reinforcement—will improve understanding of selection processes and provide hands-on experience. These sessions will include constructive feedback and evaluation. <p>4.2 Training and Development</p> <ul style="list-style-type: none"> • Talk program by the HR expert on the different HR topics, interacting with students as the mentors. • Developing a training plan for an organization.
<ul style="list-style-type: none"> • Use various performance evaluation forms to determine common performance metrics and criteria used across different organizations. • Identify the practices and challenges faced by organizations in implementing performance management and compensation systems, and explore how 	<p>Unit V: Performance Management and Compensation (1 Hour)</p> <p>5.1 Scanning different performance evaluation forms</p> <p>5.2 Case studies on the performance management and compensation management</p>



these challenges were addressed in case studies.	
<ul style="list-style-type: none"> Prepare students to work effectively in teams to develop a comprehensive HR strategy integrating OB principles to address the specific business or people-related challenge faced by the organization. 	Unit VI: Integration of OB and HRM Principles (2 Hours) 6.1 Students will collaborate in teams to formulate a human resource management strategy for an actual organization, integrating organizational behavior principles to tackle a particular business or a people related challenge.

Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.

4. Methods of Instruction

Interactive sessions, workshops, simulation exercises, role plays, real case analysis, self-assessments, feedback and coaching.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

Both internal and external evaluations will be based on session's attendance and participation and the evaluation of faculty on assessments, role playing exercises, case study analysis, simulation exercises and project works. The faculty will provide final grades of the students. Thus, there will be no trimester end examination and all evaluations will be conducted continuously throughout the trimester.

5.2 Students' Responsibilities

Each student must secure at least 60 percent marks in the evaluation with 80 percent attendance in the class/sessions to pass the course. Students are advised to attend all the sessions and complete all the given works within the specified time period. If a student does not attend the sessions, it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to deliver on the evaluation components, there won't be any provision for a re-consideration.

6. Suggested Text Books and References

Text Books

Robbins, S. P., & Judge, T. A. *Organizational Behavior*. Pearson.

Dessler, G. *Human Resource Management*. Pearson.

References

Harvard Business Review articles on OB and HRM topics

Local News Paper Articles relevant for the course

Academic Journals

Articles from different relevant HRM books

Reading the watching interviews of the role models in this field



Course Details: MBA (Finance) Program, Trimester II

Term II	Total 11 Credits
FIN 531 Financial Management	(3.0)
STT 502 Quantitative Methods for Decision Making	(2.0)
ECO 512 Macroeconomics and Global Economy	(2.0)
MGT 546 Operations and Supply Chain Management	(2.0)
MKT 561 Marketing Management	(2.0)



Financial Management

Pokhara University Faculty of Management Studies

Course code: FIN 531

Course title: **Financial Management**

Nature of the course: Theory & Practice

Year I, Trimester II

Level: Master

Program: MBA/MBA (Finance)/MBA (Global Business)

Full marks: 100

Pass marks: 60

Credit hours: 3.0

Total hours: 36

1. Course Description

The course focuses on developing a competent financial manager and building a capacity to address the problems faced by financial managers in business and service organizations. Major topics under financial management will be introduction to financial management, financial statements and analysis, time value of money, bonds and stock valuation, capital structure and leverage, cost of capital, strategic investment decisions, working capital management, and dividend policy. This course expects to develop a competent financial manager by providing essential knowledge and skills related to finance theories and their application primarily through case studies, readings, class discussions, research papers, and fieldwork.

2. General Objectives

This course is designed to equip students with an overview of the principles, methods, and practices of financial plans and financial decision-making in firms. It provides tools, techniques, and the changing paradigms of financial management. This course will develop a good capability to handle the activities related to financial management with a high degree of output in a competitive environment. This course will also provide a foundation for the advanced study in finance area.

3. Contents in Detail

The trimester system regulations of Pokhara University for master's level programs under the Faculty of Management Studies (FMS) grant autonomy to faculty members in developing course details and preparing teaching plans. Faculty members are empowered to adapt and modify course content to align with market needs and contextual demands, provided that the core objectives and major components of the course remain intact. The suggested course contents are as follows:

Specific Objectives	Contents
<ul style="list-style-type: none"> • Explain the nature and functions of financial management • Discuss the investment, financing and dividend decisions • Describe the finance in the organizational structure of the firm • Explain the functions of finance 	<p>Unit I: Introduction to Financial Management (3 Hours)</p> <p>1.1 Nature and functions of financial management</p> <p>1.2 Investment, financing and dividend decisions</p> <p>1.3 Finance in the organizational structure of the firm</p> <p>1.4 Functions of finance: Treasurer and</p>



<ul style="list-style-type: none"> Analyze the goals of financial management Describe agency theory and its relevance Identify agency problems among shareholders, managers, and creditors Discuss the Nepalese context 	<p>controllers functions</p> <p>1.5 Goals of financial management: Profit maximization: Arguments for profit maximization, problems with profit maximization, shareholders' wealth maximization and stakeholders value maximization</p> <p>1.6 Agency theory and its relevance</p> <p>1.7 Agency problems of shareholders versus managers and creditors</p> <p>1.8 Nepalese context</p>
<ul style="list-style-type: none"> Discuss the financial statements and reports Analyze the common size statements Compute the financial ratios Explain the Du Pont and predict the corporate sickness Discuss the Altman Z-score and predict the corporate bankruptcy Explore the Nepalese context 	<p>Unit II: Financial Statements and Analysis (4 Hours)</p> <p>2.1 Understanding financial statements and reports - balance sheet, income statement, and statement of cash flows</p> <p>2.2 Common size statements</p> <p>2.3 Financial ratio analysis</p> <p>2.4 Du Pont analysis & prediction of corporate sickness</p> <p>2.5 Altman Z-score & prediction of corporate bankruptcy</p> <p>2.6 Nepalese context</p>
<ul style="list-style-type: none"> Explain the concept of time value of money Compute present value and future value Calculate present value annuity and future value annuity Compute interest rates or rate of return Calculate time period Distinguish ordinary annuity and annuity due Compare the different types of interest rates Describe loan amortization schedule Apply time value of money concept in financial decisions 	<p>Unit III: Time Value of Money (4 Hours)</p> <p>3.1 Concept of the time value of money</p> <p>3.2 Present value and future value</p> <p>3.3 Present value annuity and future value annuity</p> <p>3.4 Finding interest rates or rates of return</p> <p>3.5 Finding time period</p> <p>3.6 Ordinary annuity and annuity due</p> <p>3.7 Comparison of different types of interest rates: Nominal rate, periodic rate & effective annual rate.</p> <p>3.8 Loan amortization schedule</p> <p>3.9 Application of time value of money in financial decisions</p>
<ul style="list-style-type: none"> Describe the concept of bond and its necessity Explain the characteristics of bonds Discuss the concept of valuation Apply the techniques of bond valuation Calculate bond return Describe the bond issues in Nepal 	<p>Unit IV: Bond Valuation (3 Hours)</p> <p>4.1 Overview of bond and its necessity</p> <p>4.2 Characteristics of bonds</p> <p>4.3 Basic concept of valuation</p> <p>4.4 Techniques of bond valuation</p> <p>4.5 Bond return: current yield, yield to maturity, and yield to call</p> <p>4.6 Bond issues in Nepal</p>



<ul style="list-style-type: none"> • Discuss the concepts of common stock • Explain the characteristics of stock • Apply the techniques of common stock and preferred stock valuation • Explain the preferred stock • Describe the characteristics of preferred stock • Value the preferred stock • Analyze the preferred stock issues in Nepal 	<p>Unit V: Stock Valuation (3 Hours)</p> <p>5.1 Understanding common stock Characteristics of common stock</p> <p>5.3 Common stock valuation: Zero growth, constant growth and super normal growth model</p> <p>5.3 Understanding preferred stock</p> <p>5.4 Characteristics of preferred stock</p> <p>5.5 Preferred stock valuation</p> <p>5.6 Preferred stock issues in Nepal</p>
<ul style="list-style-type: none"> • Explain business risk and financial risk • Describe operating, financial and combined leverage • Discuss the impact of financial leverage on profitability 	<p>Unit VI: Capital Structure and Leverage (3 Hours)</p> <p>6.1 Business risk and financial risk</p> <p>6.2 Operating leverage</p> <p>6.3 Financial leverage</p> <p>6.4 Combined or total leverage</p> <p>6.5 Impact of financial leverage on profitability: Indifference points</p>
<ul style="list-style-type: none"> • Explain the concept of cost of capital • Calculate the component of costs of capital • Compute the weighted average cost of capital and optimal capital structure • Discuss the marginal cost of capital and break in MCC schedule • Explain the factors affecting cost of capital • Discuss the problems in determining weighted average cost of capital 	<p>Unit VII: Cost of Capital (3 Hours)</p> <p>7.1 Concept of cost of capital</p> <p>7.2 Calculation of component costs of capital: cost of debt, cost of preferred stock, cost of equity</p> <p>7.3 Weighted average cost of capital & Optimal capital structure</p> <p>7.4 Marginal cost of capital: Breaks in MCC schedule</p> <p>7.5 Factors affecting cost of capital</p> <p>7.6 Problems in determining weighted average cost of capital</p>
<ul style="list-style-type: none"> • Discuss the importance of capital budgeting decision • Explain investment proposals • Classify the projects in terms of independent and mutually exclusive • Evaluate the projects for both even and uneven cashflows • Develop NPV profiles and find cross over rate • Explain multiple IRR • Describe normal and non-normal cash flow projects • Estimate cash flows • Explain the Nepalese context 	<p>Unit VIII: Strategic Investment Decision (7 Hours)</p> <p>8.1 Importance of capital budgeting decision</p> <p>8.2 Categories of investment proposals</p> <p>8.3 Project classifications: Independent and mutually exclusive</p> <p>8.4 Evaluation of projects for both even and uneven cashflows: Payback period (PBP), discounted payback period (DPBP), net present value (NPV), & internal rate of return (IRR),</p> <p>8.5 NPV profiles</p> <p>8.6 Cross over rate</p> <p>8.7 Multiple IRR</p> <p>8.8 Normal and non-normal cash flow projects</p>



	<p>8.9 Modified internal rate of return (MIRR) and profitability index (PI)</p> <p>8.10 Cash flow estimations: Basic concepts in estimating cash flows; MACRS method of depreciation; estimating cash flows for new or expansion project; estimating cash flows for replacement projects; comparing projects with unequal lives; replacement chain (common life) approach; equivalent annual annuity (EAA) approach.</p> <p>8.11 The Nepalese context</p>
<ul style="list-style-type: none"> • Explain meaning, nature and types of working capital and working capital management • Describe the concept of zero working capital • Discuss the cash conversion cycle and estimate working capital requirement 	<p>Unit IX: Working Capital Management (3 Hours)</p> <p>9.1 Meaning, nature & types of working capital and working capital management</p> <p>9.2 Concept of zero working capital</p> <p>9.3 Cash conversion cycle, and estimating working capital requirement</p>
<ul style="list-style-type: none"> • Describe meaning and nature of dividend policy • Explain dividend payment procedures • Discuss the factors affecting dividend policy • Explore the general dividend pattern in economy • Explain information effect of dividend policy • Discuss the types of dividend payout schemes • Explain the share repurchase, stock dividend, stock splits and reverse splits • Discuss the Nepalese context 	<p>Unit X: Dividend Policy (3 Hours)</p> <p>10.1 Meaning and nature of dividend policy</p> <p>10.2 Dividend payment procedures</p> <p>10.3 Factors affecting dividend policy</p> <p>10.4 General dividend pattern in economy</p> <p>10.5 Information effect of dividend policy</p> <p>10.6 Types of dividend payout schemes</p> <p>10.7 Share repurchase as a dividend decision</p> <p>10.8 Stock dividend: Meaning, nature advantages and disadvantages</p> <p>10.9 Stock splits & reverse splits</p> <p>10.10 Nepalese context</p>

Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.

4. Methods of Instruction

Class lectures, interactive sessions, discussions, case analysis, group work, assignments, term paper writing, article review, presentations and guest lectures.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is evaluated on the basis of continuous evaluation and trimester-end examination. Sixty percent weight is given to the continuous evaluation and forty percent weight to the trimester-end examination.



5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of any combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40 percent weight of total evaluation.

5.2 Students' Responsibilities

Each student must secure at least 60 percent marks in the internal evaluation with 80 percent attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Term examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to attend a formal exam, quiz, test, etc. and there is not any provision for a re-exam.

6. Suggested Text Books and References

Text Books

Brigham, E. F. & Ehrhardt, M. C. *Financial Management: Theory and Practice*. Cengage Learning India, Pvt. Ltd.
Van Horn, J. C. *Financial Management and Policy*. Prentice Hall of India, New Delhi.

References

Copeland, T. E. & Weston, J. F. *Financial Theory and Corporate Policy*. Addison-Wesley Publishing Company, New York.
Richard B. & Stewart M. *Principles of Corporate Finance*. McGraw Hill Book Company, New York.
Weston, J. F. & Copeland, T. E. *Managerial Finance*. The Dryden Press, New York.



Quantitative Methods for Decision Making

Pokhara University
Faculty of Management Studies

Course code: STT 502

Course title: **Quantitative Methods for Decision Making**

Nature of the course: Theory & Practice

Year 1, Trimester II

Level: Master

Program: MBA/MBA (Finance)/MBA (Global Business)

Full marks: 100

Pass marks: 60

Credit hours: 2.0

Total hours: 24

1. Course Description

This course has two components: data analysis and decision modeling. Data analysis focuses on exploratory data analysis and multiple regression models to support management decisions. Topics in this component of the course include regression analysis and models, time series analysis, and forecasting. Decision modeling of organizational systems uses mathematical and computer models to provide quantitative perspective on identifying, analyzing and solving decision problems. Topics in this component of the course include linear programming models and applications, sensitivity analysis, and network models with emphasis on business application.

2. General Objectives

The general objectives of this course are:

- To acquaint students in the interpretation of the relationship among variables using correlation and regression analysis.
- To familiarize the students with models for time series and forecasting.
- To equip the students in generating and interpreting statistical finding using the statistical software such as excel and SPSS.
- To introduce the students for formulating linear programming.
- To acquaint the students with the concepts of transpiration and assignment problems.
- To familiarize the students with the use of network analysis to plan and manage projects effectively. Techniques like Critical Path Method (CPM) and Program Evaluation Review Technique (PERT) help in scheduling tasks, identifying dependencies, and optimizing resource allocation.

3. Contents in Detail

The trimester system regulations of Pokhara University for master's level programs under the Faculty of Management Studies (FMS) grant autonomy to faculty members in developing course details and preparing teaching plans. Faculty members are empowered to adapt and modify course content to align with market needs and contextual demands, provided that the core objectives and major components of the course remain intact. The suggested course contents are as follows:



Specific Objectives	Contents
<ul style="list-style-type: none"> Analyze the relationship between two variables, and to estimate the value of dependent variable. 	Unit I: Simple Correlation and Regression Analysis (4 Hours) <ol style="list-style-type: none"> 1.1 Introduction 1.2 Correlation analysis, 1.3 Simple regression analysis 1.4 Making inferences about population parameters, 1.5 Solution using computer package.
<ul style="list-style-type: none"> Analyze the relationship between one dependent variable and two or more independent variables and estimate the value of the dependent variable based on the values of the independent variables. 	Unit II: Multiple Regression Analysis (4 Hours) <ol style="list-style-type: none"> 2.1 Introduction 2.2 Making inferences about population parameters 2.3 Selection of predictor variables 2.4 Dummy variable in regression 2.5 Assumptions, 2.6 Regression Diagnostic 2.7 Multicollinearity 2.8 Autocorrelation 2.9 Solution using computer package Excel and SPSS
<ul style="list-style-type: none"> Perform time series analysis and develop forecasting models for time series data. 	Unit III: Time Series Forecasting (4 Hours) <ol style="list-style-type: none"> 3.1 Introduction to time series 3.2 Variations in time series 3.3 Smoothing techniques 3.4 Trend analysis, Cyclic variation, Seasonal variation 3.5 Time series analysis in forecasting 3.6 Forecasts accuracy 3.7 Warm up sample 3.8 Autoregressive model 3.9 Solution using computer package
<ul style="list-style-type: none"> Conceptualize and solve the process of optimizing a linear objective function, subject to a set of linear constraints. 	Unit IV: Linear Programming Models and Sensitivity Analysis (4 Hours) <ol style="list-style-type: none"> 4.1 Introduction 4.2 Construction of LP models 4.3 Primal dual relationship 4.4 Sensitivity analysis 4.5 Analyzing and interpreting the computer outputs
<ul style="list-style-type: none"> Solve and apply the problem related to transportation and assignment models 	Unit V: Special Types of LP Models (4 Hours) <ol style="list-style-type: none"> 5.1 Transportation Models 5.2 Assignment Models
<ul style="list-style-type: none"> Plan, schedule, and control project activities to ensure successful project completion. Use in estimating the overall project duration by analyzing the time required for each task and their dependencies. 	Unit VI: Network Analysis (4 Hours) <ol style="list-style-type: none"> 6.1 Introduction to network models 6.2 Network representation 6.3 PERT & CPM 6.4 Issues in problem formulation; Selected applications

Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.



4. Methods of Instruction

Class lectures, interactive sessions, discussions, case analysis, group work, assignments, term paper writing, article review, presentations and guest lectures.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is evaluated on the basis of continuous evaluation and trimester-end examination. 60% weight is given to the continuous evaluation and 40% weight to the trimester-end examination.

5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty. It carries 60% weight of total evaluation.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40% weight of total evaluation.

5.2 Students' Responsibilities

Each student must secure at least 60% marks in the internal evaluation with 80% attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End Term Examination. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to attend a formal exam, quiz, test, etc. and there is not any provision for a re-exam.

6. Suggested Text Books and References

Text Books

Levine, D. M., Krehbiel, T. C., Berenson, M. L., & Viswanathan, P. K. *Business Statistics: A First Course*. New Delhi: Pearson Education.

Eppen, G. D., Gould, F. J., Schmidt, C. P., Schmidt, C., & Schwartz, R. *Introductory Management Science*. New Jersey: Prentice Hall.



References

- Levin, R. I. and Rubin, D. S., *Statistics for Management*. New Delhi: Prentice Hall
- Siegel, A. F. *Practical Business Statistics*. New York: Andrew F, Irwin.
- Anderson, D. R., Sweeney, D.J. and Williams, T. A. *Statistics for Business and Economics*. New Delhi: Thomson.
- Taha,H. M. *Operations Research*. Collier Macmillan.
- Vohra, N. D. *Quantitative Techniques in Management*. New Delhi: Tata McGraw Hill Education
- Levin, R. I., Rubin, D.S. & Stinson, J. P. *Quantitative Approaches to Management*. New Delhi : McGraw-Hill.



Macroeconomics and Global Economy

Pokhara University Faculty of Management Studies

Course code: ECO 512

Course title: **Macroeconomics and Global Economy**

Nature of the course: Theory & Practice

Year 1, Trimester II

Level: Master

Program: MBA/MBA (Finance)/MBA (Global Business)

Full marks: 100

Pass marks: 60

Credit hours: 2.0

Total hours: 24

1. Course Description

The purpose of this course is to acquaint students with national and international macroeconomic issues that are necessary for students aspiring to become a true corporate leader which will ultimately help students make favorable business management decisions. The students would be able to get the knowledge on macroeconomic concepts such as major macroeconomic variables, circular flow of national income, national income, income and employment determination in different sectors of the economy, consumption and investment functions, monetary policy and fiscal policy, IS-LM model, business cycles and historical evidences, economic growth models, macroeconomic impacts of foreign direct investment and remittance inflow in Nepal.

2. General Objectives

The general objectives of this course are:

- To familiarize students with the fundamental concepts of macroeconomics.
- To make the students knowledgeable about the determination of equilibrium income and impact of change in different variables in equilibrium level of income determination with the concepts of multipliers.
- To acquaint students with major macroeconomic policies and their implications.
- To help students connect with concepts of business cycles and economic growth models.
- To develop student's knowledge to analyze the macroeconomic implications of foreign direct investment and remittance inflow in Nepal.

3. Contents in Detail

The trimester system regulations of Pokhara University for master's level programs under the Faculty of Management Studies (FMS) grant autonomy to faculty members in developing course details and preparing teaching plans. Faculty members are empowered to adapt and modify course content to align with market needs and contextual demands, provided that the core objectives and major components of the course remain intact. The suggested course contents are as follows:



Specific Objectives	Contents
<ul style="list-style-type: none"> Provide basic concepts in macroeconomic objectives, macroeconomic variables and limitations of macroeconomics. 	Unit I: Basic Concepts in Macroeconomics (2 Hours) <ol style="list-style-type: none"> 1.1. Macroeconomics definition 1.2. Microeconomics vs Macroeconomics 1.3. Macroeconomic objectives 1.4. Macroeconomic variables/indicators 1.5. Limitations of macroeconomics
<ul style="list-style-type: none"> Enable the understanding of different concepts, definitions and terminologies of national income. Enable to measure national income by using different methods theoretically and practically. 	Unit II: National Income (4 Hours) <ol style="list-style-type: none"> 2.1 Basic concept of national income 2.2 Various concepts of national income: Gross Domestic Product (GDP), Gross National Product (GNP), Net National Product (NNP), National Income (NI), Personal Income (PI) and Disposable Income (DI), Concept of Factor Cost (FC) and Market Price (MP) 2.3 Circular Flow of Income in two sector economy 2.4 Measurement methods of national income: Expenditure, Income and Product methods 2.5 Nominal vs. Real GDP and GDP deflator 2.6 Systems of National Accounts in Nepal 2.7 Difficulties in measurement of national income
<ul style="list-style-type: none"> Develop the knowledge of students on aggregate demand and aggregate supply functions and income determination in different economic stages. Familiarize with different types of multipliers and their effects on income determination. Comprehend foreign trade and balance of payment. 	Unit III: Aggregate Demand (AD) and Aggregate Supply (AS) and Determination of Equilibrium Income (6 Hours) <ol style="list-style-type: none"> 3.1 Aggregate demand and its components 3.2 Aggregate supply and its components 3.3 Consumption, investment and saving functions 3.4 Determination of equilibrium income in two sector economy 3.5 Multiplier theory and paradox of thrift 3.6 Accelerator principle of investment 3.7 Government Budget and the Economy: Determination of national income in three-sector economy, government expenditure multiplier, tax multiplier, balance budget multiplier 3.8 Foreign Trade and an Economy: Determination of national income in four-sector economy, export multiplier, import multiplier, effect of import higher than export vice-versa in equilibrium income 3.9 Open Economy and Macroeconomics: International linkage of Output Market, Financial Market and Labour market, Balance of Payment (BOP): Concept of Current Account, Capital Account and BOP surplus/deficit
<ul style="list-style-type: none"> Generate the ideas of significance of monetary policy and fiscal policy. Enable the knowledge of the 	Unit IV: Monetary policy, fiscal policy, inflation and IS-LM model (4 Hours) <ol style="list-style-type: none"> 4.1 Monetary policy: objectives and instruments 4.2 Fiscal policy: objectives and instruments



<p>importance and effect of inflation in an economy.</p> <ul style="list-style-type: none"> Derive the IS and LM curves and their equilibrium positions. 	<p>4.3 Macroeconomic implications of monetary and fiscal policies in Nepal</p> <p>4.4 Inflation and its effect in an economy</p> <p>4.5 Derivation of IS and LM curves, Equilibrium in IS-LM model</p>
<ul style="list-style-type: none"> Provide the knowledge on concept of business cycle and its different phases. Analyze the effects of business cycles in production, employment, money market, financial and capital markets 	<p>Unit V: Business Cycle (3 Hours)</p> <p>5.1 Meaning and concept of business cycle: Phases of business cycle- Expansion, peak, recession, depression, trough and recovery</p> <p>5.2 Trends of key macroeconomic indicators during different phases of business cycle-production/output, unemployment, wages, consumer spending, financial and capital markets</p> <p>5.3 The Great Depression and historical major business cycles and their impacts on the global economy</p> <p>5.4 Global business cycles and its impact in Nepalese economy</p> <p>5.5 Economic upturns and downturns in Nepal and their impacts on production, employment, money market, financial and capital markets in Nepal</p>
<ul style="list-style-type: none"> Develop the knowledge of major growth theories. Analyze the macroeconomic impact of foreign direct investment and remittance inflow in Nepal 	<p>Unit VI: Growth Theories (5 Hours)</p> <p>6.1 Meaning of growth theories</p> <p>6.2 Harrod growth model</p> <p>6.3 Domar growth model</p> <p>6.4 Solow growth model</p> <p>6.5 Global economy and recent growth theories</p> <p>6.6 Foreign Direct Investment (FDI) and its macroeconomic impact in Nepalese economy</p> <p>6.7 Foreign remittance and its macroeconomic impact in Nepalese economy</p>

Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.

4. Methods of Instruction

Class lectures, interactive sessions, discussions, case analysis, group work, assignments, term paper writing, article review, presentations and guest lectures.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is evaluated on the basis of continuous evaluation and trimester-end examination. Sixty percent weight is given to the continuous evaluation and forty percent weight to the trimester-end examination.

5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the



faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of any combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40 percent weight of total evaluation.

5.2 Students' Responsibilities

Each student must secure at least 60 percent marks in the internal evaluation with 80 percent attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Term examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to attend a formal exam, quiz, test, etc., there is not any provision for a re-exam.

6. Suggested Text Books and References

Text Books

Mankiw, N. G. *Macroeconomics*. Worth Publishers, London, UK.

Shapiro, E. *Macroeconomic Analysis*. Galgotia Publication, New Delhi, India.

References

Andrew, A., Bernanke, B., & Croushore, D. *Macroeconomics*. Pearson Education, New Delhi, India.

Branson, W. H. *Macroeconomic Theory and Policy*. A.I.T.B.S. Publishers, New Delhi, India.

Froyen R. T. *Macroeconomics: Theories and Policies*. Pearson Education, New Delhi, India.

Levacic, R. *Macroeconomics*. Macmillan Publishers, London, UK.

Thirlwall, A. P. *Growth and Development*. Macmillan Publishers, London, UK.

Todaro, M. P. & Smith, S. C. *Economic Development*. Pearson Education, New Delhi, India.

Various reports on economic survey of Nepal published by Ministry of Finance.

Various issues of world development report published by World Bank.

Current fiscal policy and monetary policy of Nepal.



Operations and Supply Chain Management

Pokhara University
Faculty of Management Studies

Course code: MGT 546

Course title: **Operations and Supply Chain Management**

Nature of the course: Theory & Practice

Year 1, Trimester II

Level: Master

Program: MBA/MBA (Finance)/MBA (Global Business)

Full marks: 100

Pass marks: 60

Credit hours: 2.0

Total hours: 24

1. Course Description

The course focuses on the challenges faced by managers in the production of goods and services. Topics include introduction to operations and service management, competitiveness, strategy, and productivity, production planning, forecasting, and scheduling, supply chain management, decision theory, quality control and management. Issues specific to global sourcing and risk management in the international supply chain will also be explored. This course explores key operations and supply chain management issues primarily through case studies, readings, class discussions, research papers, and fieldwork.

2. General Objectives

The general objectives of this course are:

- To provide students with a foundational understanding of key concepts in operations and service management.
- To enhance the skills of students to handle operations of manufacturing and service sectors with a high degree of productivity in a competitive environment.
- To provide students with a solid foundation in the concepts of competitiveness, strategic management, and productivity, emphasizing their interrelationships in business success.
- To equip students with the skills to analyze and apply various forecasting methods, including qualitative and quantitative techniques, to predict demand and inform production planning.
- To provide students with a comprehensive understanding of the key concepts, components, and functions of supply chain management, including procurement, production, distribution, and logistics.
- To acquaint the students with knowledge of the core principles, concepts, and history of quality control and quality management, including key methodologies like Total Quality Management (TQM), Six Sigma, and Lean.

3. Contents in Detail

The trimester system regulations of Pokhara University for master's level programs under the Faculty of Management Studies (FMS) grant autonomy to faculty members in developing course details and preparing teaching plans. Faculty members are empowered to adapt and modify course content to align with market needs and contextual demands, provided that the core



objectives and major components of the course remain intact. The suggested course contents are as follows:

Specific Objectives	Contents
<ul style="list-style-type: none"> • Explain operation and service management. • Describe major functional areas of organizations. • Explain the transformation process of service and manufacturing operations. • Demonstrate role and responsibilities of operation manager. • Analyze the design and operation of production systems. • Explain the historical evolution of operations management. • Identify the challenges faced by manufacturing and service industry in Nepal. • Discuss the research and case study in operations and supply chain management. 	<p>Unit I: Introduction to Operations and Service Management (3 Hours)</p> <ul style="list-style-type: none"> 1.1 Overview of operations and service management. 1.2 Major functional areas of organizations. 1.3 Transformation process of service and manufacturing operations. 1.4 Role and responsibilities of operation manager. 1.5 Design and operation of production systems. 1.6 Historical evolution of operations management and its current trends. 1.7 Challenges faced by manufacturing and service industry in Nepal. 1.8 Research and case study in operations and service management.
<ul style="list-style-type: none"> • Describe the meaning of competitiveness, strategy and productivity. • Explain the reasons of organization failure. • Formulate strategy in terms of mission, goals, strategies and tactics. • Describe strategy capacity planning for products and services. • Discuss the national and global strategy for operations and service management. • Compute productivity and strategy capacity planning in manufacturing and service industry. • Discuss research and case study of productivity improvement and capacity planning. 	<p>Unit II: Competitiveness, Strategy and Productivity (4 Hours)</p> <ul style="list-style-type: none"> 2.1 Meaning of competitiveness, strategy and productivity. 2.2 Reasons of organization failure. 2.3 Strategy formulation: Mission, goals, strategies and tactics. 2.4 Strategy capacity planning for products and services. 2.5 Developing national and global strategy for operations and service management. 2.6 Computing productivity and strategy capacity planning in manufacturing and service industries. 2.7 Research and case study of productivity improvement and capacity planning.
<ul style="list-style-type: none"> • Explain the production planning, forecasting and scheduling. • Describe the production planning and scheduling for operations. • Explain the MRP and ERP. • Discuss the approaches to forecasting. • Compute forecasting. • Measure forecasting accuracy. 	<p>Unit III: Production Planning, Forecasting and Scheduling (5 Hours)</p> <ul style="list-style-type: none"> 3.1 Overview of production planning, forecasting and scheduling. 3.2 Production planning and scheduling for operations. 3.3 Materials requirement planning (MRP) and enterprise resource planning (ERP).



	<p>3.4 Approaches to forecasting: Quantitative and qualitative.</p> <p>3.5 Computing forecasting by Naïve approach, moving approach, weighted moving average, exponential smoothing, trend adjusted exponential smoothing, linear trend equation, and simple linear regression.</p> <p>3.6 Measuring forecast accuracy.</p> <p>3.7 Research and cases of production planning, forecasting and scheduling.</p>
<ul style="list-style-type: none"> • Explain supply chain management and its necessity. • Demonstrate bullwhip effects in supply chain management. • Identify supply chain performance drivers. • Apply economic order quantity models. • Identify key issues in supply chain management. • Discuss supply chain strategy and role of operation manager. 	<p>Unit IV: Supply Chain Management (3 Hours)</p> <p>4.6 Overview of supply chain management and its necessity.</p> <p>4.7 Bullwhip effects in supply chain management.</p> <p>4.8 Supply chain performance drivers.</p> <p>4.9 Economic order quantity models.</p> <p>4.10 Key issues in supply chain management.</p> <p>4.11 Supply chain strategy and role of operation manager.</p> <p>4.12 Research and cases of supply chain management.</p>
<ul style="list-style-type: none"> • Explain decision theory. • Describe the causes of poor decisions. • Discuss the decision making under certainty, uncertainty, and risks. • Analyze decision tree approach. • Compute expected value of perfect information. • Discuss the research and cases of decision theory in operation management. 	<p>Unit V: Decision Theory (3 Hours)</p> <p>5.1 Understanding decision theory.</p> <p>5.2 Causes of poor decisions.</p> <p>5.3 Decision making environment: Certainty, uncertainty, and risks.</p> <p>5.4 Decision tree approach and its application.</p> <p>5.5 The expected value of perfect information.</p> <p>5.6 Research and cases of decision theory in operation management.</p>
<ul style="list-style-type: none"> • Describe the quality and quality management. • Explain the dimensions and determinants of quality. • Discuss the foundations of modern quality management. • Analyze the quality management philosophy. • Describe the statistical process control. • Compute quality control. • Discuss the research and cases of quality control and management. 	<p>Unit VI: Quality Control and Management (6 Hours)</p> <p>6.1. Concept of quality and quality management.</p> <p>6.2. Dimensions and determinants of quality.</p> <p>6.3. Foundations of modern quality management.</p> <p>6.4. Quality management philosophy: Total quality management, quality circles, six sigma, and quality control tools.</p> <p>6.5. Statistical process control.</p> <p>6.6. Computing quality control: Mean chart, Range chart, p-chart, c-chart and run tests.</p> <p>6.7. Research and cases of quality control and management.</p>

Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.



4. Methods of Instruction

Class lectures, interactive sessions, discussions, case analysis, group work, assignments, term paper writing, article review, presentations and guest lectures.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is evaluated on the basis of continuous evaluation and trimester-end examination. 60% weight is given to the continuous evaluation and 40% weight to the trimester-end examination.

5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty. It carries 60% weight of total evaluation.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40% weight of total evaluation.

5.2 Students' Responsibilities

Each student must secure at least 60% marks in the internal evaluation with 80% attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End Term Examination. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to attend a formal exam, quiz, test, etc. and there is not any provision for a re-exam.

6. Suggested Text Books and References

Text Books

Chase, R. B., Shankar, R., & Jacobs, F. R. (2014). *Operations and Supply Chain Management*. New Delhi: McGraw Hill Education.

Stevenson, W. J. (2018). *Operations Management*. New Delhi: McGraw Hill Education.

References

Haksever, C., Render, B., Russel, R. S., & Murdick, R. G. (2016). *Service Management and Operation*. New Delhi: Prentice Hall.

Slack, N. & Brandon-Jones, A. (2018). *Operations and Process Management: Principles and Practice for Strategic Impact*. New Delhi: Pearson Publication.



Marketing Management

Pokhara University Faculty of Management Studies

Course code: MKT 561

Course title: **Marketing Management**

Nature of the course: Theory & Practice

Year I, Trimester II

Level: Master

Program: MBA/MBA (Finance)/MBA (Global Business)

Full marks: 100

Pass marks: 60

Credit hours: 2.0

Total hours: 24

1. Course Description

This course aims to impart knowledge about the essence and function of marketing management in organizational setting. This course is concerned to provide students with general understanding on the development, evaluation, and implementation of marketing management decisions in contemporary marketing environment. The course primarily deals with the classroom discussion and analysis of a various concepts, theories and facts occurring in the marketing area. The objective of this course is to equip students with theories, methodologies, and tactics to assess marketing practices in real-world.

The course basically includes the following aspects of marketing management and enables the students to:

- Understand the influences of marketing competencies and marketing resources.
- Analyze the techniques/frameworks, including the consumer and business buying behavior processes, that impact consumer and business buying behavior.
- Analyze the segmentation process, positioning and branding processes to appeal/attract consumer and business markets.
- Evaluate applications of the elements of marketing mixes (product, price, place and promotion) and their strategic marketing planning in markets.
- Understand the contemporary marketing changes and their impact on strategic marketing planning.

2. General Objectives

The general objectives of this course are:

- To enable the students to understand how should a firm plan on marketing competitiveness.
- To familiarize the students about the marketing environment.
- To equip the students with the practical knowledge on the applications of marketing mixes (product, place, price and promotion)
- To acquaint students with the consumer and business buying behavior.
- To expose the students to basic aspects of brand positioning.
- To provide the fundamental knowledge to the students about the service mix planning.
- To acquaint students with the basic knowledge of strategic pricing and value creation.



- To develop knowledge on the contemporary marketing management challenges and responsible marketing.

3. Contents in Detail

The trimester system regulations of Pokhara University for master's level programs under the Faculty of Management Studies (FMS) grant autonomy to faculty members in developing course details and preparing teaching plans. Faculty members are empowered to adapt and modify course content to align with market needs and contextual demands, provided that the core objectives and major components of the course remain intact. The suggested course contents are as follows:

Specific Objectives	Contents
<ul style="list-style-type: none"> • Explain the core concepts of marketing and the new changes in it. • Help students analyze customer value and be able to prepare the marketing plan. 	Unit I: Overview of Marketing Management and the Marketing Environment (5 Hours) <ol style="list-style-type: none"> 1.1. Scope of marketing 1.2. Core marketing concepts 1.3. The New marketing realities 1.4. Marketing and customer value 1.5. The Marketing plan 1.6. The Marketing Research System 1.7. Analyzing the Macro-environments
<ul style="list-style-type: none"> • Explain the consumer behavior process and the factors influencing consumer behavior. • Comprehend the basics of brand and brand management. 	Unit II: Understanding Consumers and Brand Management (5 Hours) <ol style="list-style-type: none"> 2.1 Concept of consumer behavior <ol style="list-style-type: none"> 2.2.1 Factors influencing consumer behavior 2.2.2 Consumer buying decision process 2.2 Business buying process 2.3 Managing business-to-business customer relationships 2.4 Developing and establishing a brand positioning <ol style="list-style-type: none"> 2.4.1 Defining and building brand equity (CBBE Model) 2.4.2 Measuring and managing brand equity 2.4.3 Competitive strategies for market leaders
<ul style="list-style-type: none"> • Enable students to describe the product and service related decisions. • Provide fundamental understanding of pricing strategies. 	Unit III: Value Creation and Understanding Marketing Mixes (5 Hours) <ol style="list-style-type: none"> 3.1 Product characteristics and classifications 3.2 Product-life cycle marketing strategies 3.3 Nature of services 3.4 Managing service quality 3.5 Understanding pricing 3.6 Setting the price 3.7 Initiating and responding to price changes
<ul style="list-style-type: none"> • Give understanding on how customer values are integrated and delivered through marketing channels 	Unit IV: Value Delivery (Channel Designs, Communications) (5 Hours) <ol style="list-style-type: none"> 4.1 Marketing channels and value networks 4.2 Channel management decisions



<ul style="list-style-type: none"> Assist students to gain understanding of marketing communications and the promotion mix 	4.3 E-commerce and M-Commerce marketing practices 4.4 Causes of channel conflict and managing channel conflict 4.5 Integrated logistics systems 4.6 Developing effective marketing communications 4.7 Managing the integrated marketing communications (IMC) Process 4.8 Managing the promotion mix
<ul style="list-style-type: none"> Help students understand how AI and other related disruptions are changing the marketing scenario Explain the approaches to socially responsible marketing 	Unit V: Understanding Contemporary Marketing Changes (4 Hours) 5.1 Managing digital communications: Online, social media and mobile 5.2 AI and marketing 5.3 Internal marketing 5.4 Socially responsible marketing

Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.

4. Methods of Instruction

Class lectures, interactive sessions, discussions, case analysis, group work, assignments, term paper writing, article review, presentations and guest lectures.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is evaluated on the basis of continuous evaluation and trimester-end examination. Sixty percent weight is given to the continuous evaluation and forty percent weight to the trimester-end examination.

5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of any combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40 percent weight of total evaluation.



5.2 Students' Responsibilities

Each student must secure at least 60 percent marks in the internal evaluation with 80 percent attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Term examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to attend a formal exam, quiz, test, etc., there is not any provision for a re-exam.

6. Suggested Text Books and References

Text Book

Kotler, P., & Keller, K. L. *Marketing Management*. Pearson

References

Chernev, A. *Strategic Marketing Management*. Cerebellum Press, USA.

Andaleeb, S. S., & Hasan, K. *Strategic Marketing Management in Asia: Case Studies and Lesson across Industries*. Emerald Publishing



Course Details: MBA (Finance) Program, Trimester III

Term III	Total 12 Credits
RES 611 Business Research Methodology and Consulting	(2.0)
MGT 548 Entrepreneurship and Innovation	(2.0)
MIS 521 Management Information System	(2.0)
COM 505 Managerial Communication	(2.0)
FIN 637 Corporate Finance	(2.0)
FIN 643 Investment Management	(2.0)



Business Research Methodology and Consulting

Pokhara University
Faculty of Management Studies

Course code: RES 611

Course title: **Business Research Methodology and Consulting**

Nature of the course: Theory & Practice

Year 1, Trimester III

Level: Master

Program: MBA/ MBA (Finance)/ MBA (Global Business)

Full marks: 100

Pass marks: 60

Credit hours: 2.0

Total hours: 24

1. Course Description

This course provides a comprehensive introduction to the principles and practices of research methodology which is essential for student engagement in research activities. The key topics include understanding research and research philosophy, literature review, research methods and design, measurement, scaling and sampling, data collection and analysis, ethical issues in research and research report writing. Both qualitative and quantitative research methods will be emphasized, allowing students to understand and apply appropriate methods for a variety of research studies. The course will instill conceptual foundation and skills in students for conducting research study independently. Additionally, it will enable students to understand, evaluate and apply findings from research studies in managerial decision making.

2. General Objectives

This course aims to deepen the understanding of advance research concept and develop skills for conducting research in business and management. The course deals with the tools, techniques, and the changing paradigms of social science research, and their application to business research. This course will develop competency and skills required to conduct research studies related to knowledge generation and problem solving in domain of business and management.

3. Contents in Detail

The trimester system regulations of Pokhara University for master's level programs under the Faculty of Management Studies (FMS) grant autonomy to faculty members in developing course details and preparing teaching plans. Faculty members are empowered to adapt and modify course content to align with market needs and contextual demands, provided that the core objectives and major components of the course remain intact. The suggested course contents are as follows:

Specific Objectives	Contents
<ul style="list-style-type: none"> Appraise research and research philosophy Describe nature and process of research Highlight the significance of research Explain the types of research Evaluate the qualities of a good research 	<p>Unit I: Understanding Research and Research Philosophy (4 Hours)</p> <p>1.1. Overview of research and research paradigms</p> <p>1.2. Nature and process of research</p>



<ul style="list-style-type: none"> • Formulate research problems • Distinguish between theory and research • Assess ethical issues in business research • Integrate research paradigm in research 	<ul style="list-style-type: none"> 1.3. Significance of research 1.4. Types of research 1.5. Qualities of a good research 1.6. Generating research ideas and selecting research topics 1.7. Defining research problems 1.8. Theory and research 1.9. Ethical issues in business research 1.10. Use of research in business consulting 1.11. Business consulting process
<ul style="list-style-type: none"> • Describe the concept of literature review • Explain literature review process • Distinguish between narrative and systematic review • Discuss the obtaining and evaluating literature • Identify research gaps • Design theoretical and conceptual framework • Justify the bases of avoiding plagiarism 	Unit II: Literature Review (3 Hours) <ul style="list-style-type: none"> 2.1. Concept of literature review 2.2. Literature review process 2.3. Narrative and systematic review 2.4. Obtaining and evaluating the literature 2.5. Identifying research gaps 2.6. Developing a theoretical and conceptual framework 2.7. Avoiding plagiarism 2.8. Citation and referencing
<ul style="list-style-type: none"> • Explain the concept of research methods and design • Describe the purposes of research design • Identify the elements of a good research design • Analyze the concept and types of hypotheses • Formulate research hypothesis • Interpret different types of research design • Explain research onion model • Discuss research strategies • Identify the problems in research design 	Unit III: Research Methods and Design (4 Hours) <ul style="list-style-type: none"> 3.1 Concept of research methods and design 3.2 Purposes of research design 3.3 Elements of a good research design 3.4 Types of research design 3.5 Research onion model 3.6 Research strategies 3.7 Concept and types of hypotheses 3.8 Formulating research hypothesis 3.9 Issues in research design 3.10 Qualitative research designs
<ul style="list-style-type: none"> • Describe variables and its types • Explain the types of measurement scales • Discuss the reliability and validity • Identify the characteristics of a good measurement scale • Explain the concept of population and sampling • Apply the sampling techniques • Determine the sample size • Estimate the sampling and non-sampling errors 	Unit IV: Measurement, Scaling, and Sampling (4 Hours) <ul style="list-style-type: none"> 4.1 Variable and its types 4.2 Types of measurement scale: Nominal, ordinal, interval and ratio scale 4.3 Assessment of reliability and validity 4.4 Characteristics of a good measurement scale 4.5 Concept of population and sampling 4.6 Types of sampling techniques: Probability and non-probability sampling 4.7 Determination of the sample size 4.8 Sampling and non-sampling errors



<ul style="list-style-type: none"> • Identify the sources of data • Discuss the methods of collecting primary data • Design questionnaires • Identify the characteristics of a good questionnaire • Apply the techniques for obtaining secondary data • Analyze the data • Organize tables, graphs and diagrams • Interpret results • Use statistical software 	Unit V: Data Collection and Analysis (4 Hours) 5.1 Source of data 5.2 Methods of collecting primary data 5.3 Questionnaires designing 5.4 Characteristics of a good questionnaire 5.5 Techniques for obtaining secondary data 5.6 Data analysis tools: Descriptive and inferential statistics 5.7 Presenting data in tables, graphs and diagrams 5.8 Interpretation of results 5.9 Statistical packages for data analysis 5.10 Qualitative data collection
<ul style="list-style-type: none"> • Explain the concept and purposes of report writing • Discuss the structure of a good research report • Describe the procedures of research report writing • Explain the types of research report • Identify the essential qualities of a good research report • Discuss the research proposal and its necessity • Write a research proposal • Justify the standard of research report and proposal 	Unit VI: Research Report Writing (3 Hours) 6.1. Concept and purposes of report writing 6.2. Structuring research report 6.3. Procedures of research report writing 6.4. Types of research report 6.5. Essential qualities of a good research report 6.6. Research proposal and its necessity 6.7. Developing research proposal 6.8. Standardizing the research report and proposal
<ul style="list-style-type: none"> • Understand the role of business consultants and equip students with necessary skills, methodologies, and professional practices necessary for successful consulting in various business domains. 	Unit VII: Business Consulting (2 Hours) 7.1 Roles of business consultant 7.2 Client needs and research problems 7.3 Ethics and professionalism in consulting.

Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.

4. Methods of Instruction

The course will be conducted in an interactive manner aided by in-class exercises and short individual and group assignments. The students in a group will review the research paper related to various topics, and they need to present the paper's outcome. Moreover, the case study method will be applied to discuss the cases in a group and need to present the case's outcome related to research methodology. Students are encouraged to develop a research proposal at the end of the course that may help to finalize their graduate thesis.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System



At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is evaluated on the basis of continuous evaluation and trimester-end examination. Sixty percent weight is given to the continuous evaluation and forty percent weight to the trimester-end examination.

5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of any combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40 percent weight of total evaluation.

5.2 Students' Responsibilities

Each student must secure at least 60 percent marks in the internal evaluation with 80 percent attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Term examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to attend a formal exam, quiz, test, etc., there is not any provision for a re-exam.

6. Suggested Text Books and References

Text Books

Brayman, A., & Bell, E. (2011). *Business Research Methods*. Oxford University Press.
Saunders, M., Lewis, P., & Thornhill, A. (2000). *Research Methods for Business Students*. Pearson Education.

References

Cooper. D. & Schindler. P. (2014). *Business Research Methods*. Tata McGraw-Hill.
Kothari, C.R (2004). *Research Methodology: Methods and Techniques*. Delhi: New Age International.
Neuman, W. L. (2014). *Social Research Methods: Quantitative and Qualitative Approaches*. United Kingdom: Pearson Education Limited.



Entrepreneurship and Innovation

Pokhara University Faculty of Management Studies

Course code: MGT 548

Course title: **Entrepreneurship and Innovation**

Nature of the course: Theory & Practice

Year 1, Trimester III

Level: Master

Program: MBA/MBA (Finance)

Full marks: 100

Pass marks: 60

Credit hours: 2.0

Total hours: 24

1. Course Description

The intent of this course is to take students through the journey of road of best practices of entrepreneurship and help them understand the aspects of ideation, business modeling and planning, and start-up management. It intends to make students familiar with the concept of innovation and transfer key knowledge related to innovation management in entrepreneurial and business context. Besides acquainting the students with the conceptual aspects of entrepreneurship, the major emphasis of this course will be to devise a learning system by which, students can acquaint themselves with special problems and devise solutions related to developing and validating ideas, starting new ventures, finding products and services that fits the market, managing innovation cycle, designing value proposition and devising methodology of testing the startup idea in the market. It covers the areas like entrepreneurial mindset and method/ process, types of innovation, innovation value chain/ process, approaches to innovation and innovation management, startup management and scaling among others. The course majorly divides into three parts: part I deals with entrepreneurship, part II deals with innovation management and part III deals with startup management. Apart from lectures, students will be taken through immersive and experiential learning by way of real case analysis, idea generation, business modeling and term paper related to the development of the case paper related to an entrepreneur or a startup. The course will also build the knowledge base to prepare students for the course 'Entrepreneurship and Innovation Practicum' (MGT 549) & 'New Venture Creation' (NVC 670).

2. General Objectives

The general objectives of the course are:

- To familiarize the students with the concept of effectuation in entrepreneurship and how that is different from the causal logic that is usually relied upon by businessmen and managers.
- To acquaint the students with attributes and qualities of entrepreneurial mindset and how that is different from managerial or business mindset.
- To make students familiar with the process and method of entrepreneurship and startup formation.
- To make the students knowledgeable about the link between creativity and innovation, while making them understand what are the steps of making innovation successful.



- To impart knowledge about various types and approaches of innovation in business and startup environment.
- To make the students understand the difference between startup and new business; while focusing on the aspects related to startup management.
- To equip the students with various methods of ideation, product/ service (value proposition) development and business modeling.
- To familiarize the students with the challenges of startup growth and impart knowledge related to ways of dealing with such challenges.

3. Contents in Detail

The trimester system regulations of Pokhara University for master's level programs under the Faculty of Management Studies (FMS) grant autonomy to faculty members in developing course details and preparing teaching plans. Faculty members are empowered to adapt and modify course content to align with market needs and contextual demands, provided that the core objectives and major components of the course remain intact. The suggested course contents are as follows:

Specific Objectives	Contents
<ul style="list-style-type: none"> • Understand the concept, attributes/ qualities and importance of entrepreneurship and entrepreneurial mindset. • Know about the concept of effectuation in contrast to the causation. • Understand the difference between managerial thinking, strategic thinking and effectual reasoning • Get idea about the principles and steps in entrepreneurial method/ process • Understand the importance of entrepreneurship and innovation in organization/ corporate entity and how to develop entrepreneurs within an organization. • Set the base for understanding the process of innovation management and startup management. 	<p>Unit I: Introduction to Entrepreneurship, entrepreneurial mindset and process/ method (4.5 Hours)</p> <p>1.1. Introduction to Entrepreneurship</p> <p>1.1.1 Entrepreneurship, its meaning and importance</p> <p>1.1.2 Link with various factors of economy, technology and society techniques of finding limit</p> <p>1.2. Concepts of Entrepreneurial mindset, thought process and qualities</p> <p>1.3. Entrepreneur Vs. Manager</p> <p>1.4. Entrepreneurial method and process</p> <p>1.5. Entrepreneurship/Corporate entrepreneurship</p> <p>1.6. Myths and mistakes of entrepreneurship</p>
<ul style="list-style-type: none"> • Understand the landscape of innovation and innovation management in order to develop innovative lens of looking at management and business practices • Know about the principles and sources of innovative opportunities in organizational and entrepreneurial setting. • Understand the steps of innovative process and important decision points in each step. 	<p>Unit II: Innovation and Innovation Management (7.5 Hours)</p> <p>2.1. Meaning and importance of innovation</p> <p>2.2. Innovation Vs. Invention</p> <p>2.3. Principles of innovation</p> <p>2.4. Exploring innovative opportunities</p> <p>2.5. Innovation Process/ Innovation Value Chain</p> <p>2.6. 4Ps of innovation (innovation mapping)</p> <p>2.7. Types of innovation</p>



<ul style="list-style-type: none"> • Know the ways of making and developing an organization into an innovative organization. • Be cognizant of the myths around innovation and mistakes to avoid while trying to be an innovative organization and initiate a startup. 	<p>2.8. Being innovative organization 2.9. Myths of innovation and mistakes to avoid.</p>
<ul style="list-style-type: none"> • Be able to differentiate between startups and new businesses and thus, the difference in management approaches towards them • Know about the sources of startup ideas and ways to explore them • Conversion of business idea into business model and design the core value proposition of the product/ services through understanding of the consumer needs • Stepwise processes of Lean-Startup – validating startup and making it scale-ready. • Know about the concepts of problem-solution fit, early traction, product-market fit. • Understand methods of identifying and prioritizing risks in startups and ways to deal with them. 	<p>Unit III: Starting a New Venture/ Startup (9 Hours)</p> <p>3.4 Startup Vs. New Business 3.5 Generating new business ideas 3.6 Business Modeling 3.7 Designing Value Proposition and understanding consumer needs through consumer persona 3.8 New Venture Start Up Process 3.9 Entrepreneurial Management and Lean Start Up: Vision, Steer and Accelerate 3.6.1 Methods and principles of Lean-Start Up 3.6.2 Challenges of Lean-Star Up methods 3.10 Milestones Startups should cross before scaling 3.11 Identifying risks in startups</p>
<ul style="list-style-type: none"> • Get ideas about the typical challenges and issues a startup faces during its inception and growth. • Knowledge of proactive ways to tackle the risks and failures of startups. 	<p>Unit IV: Challenges of Startup and Reasons of Startup Failure (3 Hours)</p> <p>4.1 Issues and challenges of new business start-ups 4.2 Growth/ Scale up challenges 4.3 Reasons for Startup failure and ways to avoid them</p>

Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.

4. Methods of Instruction

Class lectures, case studies and literatures (applied in the startup world, incubators, accelerators and innovation centers), class presentations, discussions, tutorials and exhibition (Business Model/ Lean Canvas, Value Proposition Canvas and Consumer Persona) and guest lectures.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is



evaluated on the basis of continuous evaluation and trimester-end examination. Sixty percent weight is given to the continuous evaluation and forty percent weight to the trimester-end examination.

5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of any combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40 percent weight of total evaluation..

5.2 Students' Responsibilities

Each student must secure at least 60 percent marks in the internal evaluation with 80 percent attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Term examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to attend a formal exam, quiz, test, etc., there is not any provision for a re-exam.

6. Suggested Text Books and References

Text Books

Drucker, P. *Innovation and Entrepreneurship- Practice and Principles*. Harper & Row.

Barringer, B.R., & Ireland, R.D. *Entrepreneurship: Successfully Launching New Ventures*. Pearson.

Ries, E. *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Currency.

Wasserman, N. *The Founder's Dilemmas: Anticipating and Avoiding the Pitfalls That Can Sink a Startup* (The Kauffman Foundation Series on Innovation and Entrepreneurship), Princeton University Press.

References

Christensen, C.M. *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*, Harvard Business Review Press.

Zacharakis, A., Bygrave, W.D., & Corbett, A.C. *Entrepreneurship*. Wiley.

Holt, D.H. *Entrepreneurship: New Venture Creation*. Pearson.



Management Information System

Pokhara University Faculty of Management Studies

Course code: MIS 521

Course title: **Management Information System**

Nature of the course: Theory & Practice

Year 1, Trimester III

Level: Master

Program: MBA/MBA (Finance)/MBA (Global Business)

Full marks: 100

Pass marks: 60

Credit hours: 2.0

Total hours: 24

1. Course Description

This course provides an overview of Management Information Systems (MIS) and their role in the strategic planning, control, and operational activities of organizations. It covers the foundational concepts, technologies, and management strategies needed to effectively use information systems to achieve business objectives.

2. General Objectives

The general objectives of this course are:

- Understand the role and importance of MIS in modern organizations.
- Explore various types of information systems and their applications in business.
- Learn about the development, implementation, and management of information systems.
- Analyze the impact of emerging technologies on business strategies.
- Develop skills to effectively manage information resources and support decision-making processes.

3. Contents in Detail

The trimester system regulations of Pokhara University for master's level programs under the Faculty of Management Studies (FMS) grant autonomy to faculty members in developing course details and preparing teaching plans. Faculty members are empowered to adapt and modify course content to align with market needs and contextual demands, provided that the core objectives and major components of the course remain intact. The suggested course contents are as follows:

Specific Objectives	Contents
<ul style="list-style-type: none"> • Understand the definition, types, and significance of Information Systems. • Describe the components of IS and how they interact. • Analyze the role of IS in supporting business operations and decision-making. 	<p>Unit I: Introduction to MIS (4 Hours)</p> <p>1.1 Definition and significance of MIS and Evolution</p> <p>1.2 Types of information systems: TPS, MIS, DSS, ESS</p> <p>1.3 Information systems in the global business environment</p> <p>1.4 Business Applications, development, and management</p>



<ul style="list-style-type: none"> Analyze how IS can provide a competitive advantage. Understand the relationship between business strategies and IS strategy. 	Unit II: Information Technology Infrastructure and Emerging Technologies (5 Hours) 2.1 Hardware and software components 2.2 Database management systems 2.3 Networking and telecommunications 2.4 Introduction to New and Emerging Technologies (Cloud, Sensor Networks, SNS, Block Chain, IoT, etc)
<ul style="list-style-type: none"> Explore frameworks like Porter's Five Forces and Value Chain Analysis in the context of IS. 	Unit III : Information Systems and Business Strategy (4 Hours) 3.1 Role of IS in business strategy 3.2 Strategic alignment of IS and business goals 3.3 Competitive advantage through IS 3.4 Porter's Five Forces and Value Chain Analysis 3.5 Case studies on IS strategy
<ul style="list-style-type: none"> Understand the concept of e-commerce and its role in modern business. Analyze different e-commerce models and technologies. Develop practical skills for implementing basic e-commerce solutions. 	Unit IV : E-Business and E-Commerce (3 Hours) 4.1 E-business models and strategies 4.2 E-commerce platforms and technologies 4.3 Impact of e-commerce on traditional business models 4.4 Future technologies in E-Business and E-Commerce systems
<ul style="list-style-type: none"> Analyze how databases can be used for competitive advantage. Understand the relationship between business strategy IS strategy and business intelligence 	Unit V: Data Management and Business Intelligence (4 Hours) 5.1 Importance of data in decision-making 5.2 Data warehousing and data mining 5.3 Business intelligence tools and techniques 5.4 Big data analytics and its business applications
<ul style="list-style-type: none"> Understand the importance of cyber security in protecting information systems. Learn about common threats, vulnerabilities, and attack vectors. Develop practical skills in implementing security measures and best practices to protect IS. 	Unit VI : Cyber Security and Ethical and Legal Issues in MIS (4 Hours) 6.1 Fundamentals of cyber security 6.2 Types of cyber threats and attacks 6.3 Security and ethical issues in e-commerce 6.4 Privacy and data protection 6.5 Ethical issues in information technology 6.6 Legal frameworks and compliance 6.7 Security audit processes and methodologies 6.8 Case studies on ethical dilemmas and legal issues in MIS

Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.



4. Methods of Instruction

- **Lectures:**
 - Lectures will cover core theoretical concepts and provide foundational knowledge on Information Systems. They will be interactive, using multimedia presentations, real-world examples, and case studies to illustrate key points. Lectures will encourage questions and discussions to deepen understanding.
- **Case Studies and Real-World Examples:**
 - Case studies will be used to demonstrate how businesses and organizations use Information Systems to solve problems and achieve strategic goals. Students will analyze these cases, identify challenges, and propose solutions, bridging the gap between theory and practice.
- **Hands-on Labs and Practical Sessions:**
 - Practical lab sessions will allow students to apply theoretical knowledge using various tools and technologies. For instance, students will set up virtual machines, implement basic cybersecurity measures, and develop a simple e-commerce website. These labs will provide hands-on experience with software like VMware, VirtualBox, MySQL, and web development tools, facilitating experiential learning.
- **Group Projects and Collaborative Learning:**
 - Group projects will encourage collaboration and teamwork, simulating real-world scenarios where students design, implement, or evaluate Information Systems. These projects will foster communication skills and the ability to work effectively in a team, which are crucial in the IT industry.
- **Guest Lectures and Industry Insights:**
 - Guest lectures from industry professionals and experts will provide students with insights into current industry practices, emerging technologies, and career opportunities in Information Systems. These sessions will connect academic learning with industry realities.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is evaluated on the basis of continuous evaluation and trimester-end examination. Sixty percent weight is given to the continuous evaluation and forty percent weight to the trimester-end examination.

5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of any combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study



analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40 percent weight of total evaluation.

5.1.2 Students' Responsibilities

Each student must secure at least 60 percent marks in the internal evaluation with 80 percent attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Term examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to attend a formal exam, quiz, test, etc., there is not any provision for a re-exam.

6. Suggested Text Books and References

Text Book

Behl, R., O'Brien, J. A., & Marakas, G. M. *Management Information Systems*. McGraw Hill Education (India) Private Limited.

References

Laudon, K.C., & Laudon, J.P., *Management Information Systems*.

Erl, Thomas, Puttini Ricardo, & Mahmood, Z. *Cloud Computing: Concepts, Technology & Architecture*.

Singer, P.W. & Friedman, A. *Cybersecurity and Cyberwar: What Everyone Needs to Know*.

Laudon, K. C. and Traver, C. G. *E-commerce 2024: Business, Technology, Society*.

Quinn, M. J. *Ethics for the Information Age*.



Managerial Communication

Pokhara University Faculty of Management Studies

Course code: COM 505

Course title: **Managerial Communication**

Nature of the course: Theory & Practice

Year I, Trimester III

Level: Master

Program: MBA/MBA (Finance)/MBA (Global Business)

Full marks: 100

Pass marks: 60

Credit hours: 2.0

Total hours: 24

1. Course Description

The purpose of this course is to develop communication skills as a strategic competence for managers in organizations. The course amalgamates the business communication theories and practices. Sensitizing the students how effective communication is critical for their professional and personal life, the course covers some topics ranging from process and barriers of communication to cross-cultural and non-verbal aspects of communication. Specific topics include importance, process and barriers of communication; cross-cultural communication; holding meetings, negotiating with parties and conflict resolution. The course also includes skills of working in teams and developing of interpersonal communication skills along with the strategies involved in communicating with media. The instructor can incorporate other materials stimulating the student's desire to learn a wide range of issues because only with the habit of reading they can develop life-long ability to communicate effectively. Students will make presentations, have group discussions, involve in project works, and practice exercises of achieving the objectives set for this course.

2. General Objectives

This course focuses on managerial rather than entry-level communication competencies with the coverage of intrapersonal, interpersonal, group, organizational and intercultural levels. However, it is not exhaustive to the prospective managers, rather they are required to ensure continuous improvement and human foibles when communicating. The general objectives of this course are:

- To formulate effective communication strategy in business com. situations
- To write clearly, concisely and convincingly in managerial situations
- To create impressive presentations
- To give and receive feedback to improve communication
- To listen for understanding
- To communicate effectively in teams, discussion and decision process for growth
- To organize meetings and contribute on the agenda
- To identify and respect differences in people
- To identify self-interest and develop the habit of reading

3. Contents in Detail

The trimester system regulations of Pokhara University for master's level programs under the Faculty of Management Studies (FMS) grant autonomy to faculty members in developing course details and preparing teaching plans. Faculty members are empowered to adapt and



modify course content to align with market needs and contextual demands, provided that the core objectives and major components of the course remain intact. The suggested course contents are as follows:

Specific Objectives	Contents
<ul style="list-style-type: none"> Provide basic concepts in managerial communication and technologically mediated cotemporary communication. 	Unit I: Understanding the Foundations of Managerial Communication (4 Hours) <ol style="list-style-type: none"> 1.1 Managerial Communication definition 1.2 Nature of Communication 1.3 Communication Process 1.4 Barriers of Communication 1.5 Social Media Communication, Cyborgs, Genetics and Artificial Intelligence
<ul style="list-style-type: none"> Enable the understanding of listening, conflict and negotiation 	Unit II: Communication in Contemporary Organizations (3 Hours) <ol style="list-style-type: none"> 2.1 Managerial Listening 2.2 Intercultural Communication 2.3 Conflict Management and Negotiation Techniques
<ul style="list-style-type: none"> Develop the ability of writing letters, memos and emails. 	Unit III: Writing Messages (5 Hours) <ol style="list-style-type: none"> 3.1 Planning, writing and completing business messages 3.2 Writing Letters 3.3 Writing Memos 3.4 Writing E-mails
<ul style="list-style-type: none"> Generate the ideas of writing reports and proposals. 	Unit IV: Writing Reports and Proposals (4 Hours) <ol style="list-style-type: none"> 4.1 Preparing Reports and Proposals 4.2 Writing Reports and Proposals 4.3 Completing Reports and Proposals
<ul style="list-style-type: none"> Enable to make formal presentation and conduct meetings. 	Unit V: Oral and Non-verbal Communication Cycle (3 Hours) <ol style="list-style-type: none"> 5.1 Non-verbal Communication 5.2 Public Speaking and Making Formal Presentations 5.3 Conducting and Participating in Meetings
<ul style="list-style-type: none"> Develop the ability of writing job letters and resumes. Learn Interview skills 	Unit VI: Preparing for Employment (5 Hours) <ol style="list-style-type: none"> 6.1 Writing Job Letters 6.2 Constructing Resume 6.3 Applying for Employment 6.4 Conducting Interview

Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.

4. Methods of Instruction

Class lectures, interactive sessions, discussions, case analysis, group work, assignments, term paper writing, article review, presentations and guest lectures.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is



evaluated on the basis of continuous evaluation and trimester-end examination. Sixty percent weight is given to the continuous evaluation and forty percent weight to the trimester-end examination.

5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of any combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40 percent weight of total evaluation.

5.2 Students' Responsibilities

Each student must secure at least 60 percent marks in the internal evaluation with 80 percent attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Term examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught during the period. If a student fails to attend a formal exam, quiz, test, etc. and there is not any provision for a re-exam.

6. Suggested Text Books and References

Text Books

- Bovee, C. L., Thill, J. V., & Schatzman, B. E. *Business communication today*. Publisher. [International edition]
 Hynes, G. E. (Latest). *Managerial communication: Strategies and applications*
 Tata McGraw Hill Education Pvt. Ltd.

References

- Guffey, M. E. *Business communication: Process & product*. Thomson South-Western.
 Gerson, Sharon J. & Gerson, Steven M. (2004). *Technical writing: Process & Product*.
 Delhi: Pearson Education.



Corporate Finance

Pokhara University Faculty of Management Studies

Course code: FIN 637

Course title: **Corporate Finance**

Nature of the course: Theory & Practice

Year 1, Trimester III

Level: Master

Program: MBA (Finance)

Full marks: 100

Pass marks: 60

Credit hours: 2.0

Total hours: 24

1. Course Description

This course provides a comprehensive understanding of advanced corporate finance concepts and practices that are necessary for corporate decision-making. This course explores a number of corporate finance topics, such as sustainable corporate finance, financial innovations, financial environment, risk assessment, investment and financing decisions, and more through an applied approach. Students will obtain a thorough understanding of capital budgeting, lease financing, term loans, equity-linked hybrid securities, corporate governance, control, and merger dynamics, which will help them comprehend the strategic ramifications of financial choices made in a corporate environment. The course equips students with knowledge and skills required to navigate the intricacies of corporate financial management and enables them to support organizations' strategic goals by integrating corporate finance's theoretical concepts with real-world applications. It instills competency in the students to step into a leadership role in the field of corporate finance.

2. General Objectives

The primary objective of this course is to equip MBA students with a robust understanding of corporate finance and its critical role in organizational success. Students will develop the ability to analyze, evaluate and undertake informed financial decisions, including investment and financing decisions, and evaluate various financing alternatives. The course aims to foster a deep comprehension of risk analysis in capital budgeting, term loans, lease financing, and hybrid financing through equity-linked securities. Additionally, it equips knowledge and skills required to analyze and appraise the dynamics of mergers, corporate control, and governance, enabling students to comprehend the strategic implications of financial decisions in a corporate setting.

3. Contents in Detail

The trimester system regulations of Pokhara University for master's level programs under the Faculty of Management Studies (FMS) grant autonomy to faculty members in developing course details and preparing teaching plans. Faculty members are empowered to adapt and modify course content to align with market needs and contextual demands, provided that the core objectives and major components of the course remain intact. The suggested course contents are as follows:



Specific Objectives	Contents
<ul style="list-style-type: none"> ▪ Comprehend the fundamental principles and concepts of corporate finance. ▪ Analyze the inter-relationship between corporate investment and financing decision-making process. ▪ Assess the financial environment and the role of corporations within it. ▪ Integrate the concept of efficient capital markets with its impact on corporate financing decisions. ▪ Investigate agency relationships and their influence on financing decisions. ▪ Evaluate the governance and ethical considerations in financial decision-making. 	<p>Unit I : Introduction to Corporate Finance (3 Hours)</p> <p>1.1 Overview of corporate finance</p> <p>1.1.1 The corporate financial decisions</p> <p>1.1.2 The financial goal of corporation</p> <p>1.1.3 Financial environment and the corporation</p> <p>1.2 Corporate financing decisions and efficient capital markets</p> <p>1.3 Agency relationship and corporate governance</p> <p>1.4 Regulatory provisions and issues related to corporate investment, financing and dividend decisions in Nepal</p>
<ul style="list-style-type: none"> ▪ Identify and evaluate relevant cash flows in capital budgeting decisions. ▪ Perform analysis of expansion projects to determine financial viability. ▪ Conduct risk analysis in capital budgeting, including measuring stand-alone risk. ▪ Utilize sensitivity analysis to assess the impact of changes in key variables. ▪ Apply scenario analysis to evaluate different potential outcomes. ▪ Implement Monte Carlo simulation techniques to estimate risk. ▪ Conduct replacement analysis for existing assets. ▪ Explore the concept of real options and their application in capital budgeting. 	<p>Unit II: Cash Flow Estimation and Risk Analysis in Capital Budgeting Decision (6 Hours)</p> <p>2.1 Identifying relevant cash flows</p> <p>2.2 Determining cost of capital</p> <p>2.3 Analysis of an expansion project</p> <p>2.4 Risk analysis in capital budgeting</p> <p>2.3.1 Measuring stand-alone risk</p> <p>2.3.2 Sensitivity analysis</p> <p>2.3.3 Scenario analysis</p> <p>2.3.4 Monte Carlo simulation</p> <p>2.5 Replacement analysis</p> <p>2.6 Real options and decision trees</p> <p>2.7 Capital budgeting practices in Nepalese corporations</p>



<ul style="list-style-type: none"> ▪ Understand the meaning and characteristics of term loans. ▪ Analyze amortized loans and their repayment structures. ▪ Examine security provisions and protective covenants associated with term loans. ▪ Explore the concept and types of lease financing. ▪ Evaluate the advantages of leasing from both the lessee and lessor perspectives. ▪ Conduct a thorough analysis of leases and their financial implications. ▪ Discuss other issues and considerations in lease analysis. ▪ Identify additional reasons for choosing leasing as a financing option. 	<p>Unit III: Term Loan and Lease Financing (6 Hours)</p> <p>3.1 Term loan</p> <p>3.1.1 Meaning and characteristics</p> <p>3.1.2 Amortized loan</p> <p>3.1.3 Security provisions and protective covenants</p> <p>3.2 Lease financing</p> <p>3.2.1 Concept and types of leases</p> <p>3.2.2 Advantages of leasing</p> <p>3.2.3 Evaluation of leases by lessee and lessor</p> <p>3.2.4 Issues in lease analysis</p>
<ul style="list-style-type: none"> ▪ Understand the features and valuation of warrants. ▪ Justify the reasons for issuing warrants and their use in financing. ▪ Analyze the features and valuation of convertible securities. ▪ Examine the reasons for issuing convertibles and their conversion process. ▪ Compare and contrast warrants and convertibles in financing. ▪ Investigate the concept of exchangeable debt and its applications. 	<p>Unit IV: Hybrid Financing through Equity-Linked Securities (5 Hours)</p> <p>4.1 Warrants</p> <p>4.1.1 Features of warrants</p> <p>4.1.2 Reasons for issuing warrants</p> <p>4.1.3 Valuation of warrants</p> <p>4.1.4 Use of warrants in financing</p> <p>4.2 Convertibles</p> <p>4.2.1 Features of convertibles</p> <p>4.2.2 Reasons for issuing convertibles</p> <p>4.2.3 Valuation of convertible security and conversion option</p> <p>4.2.4 Differences between warrants and convertibles</p> <p>4.2.5 Exchangeable debt</p>
<ul style="list-style-type: none"> ▪ Understand the different types of mergers and their strategic motives. ▪ Estimate merger gains and costs through financial analysis. ▪ Assess the mechanics of mergers, including legal and regulatory considerations. ▪ Analyze takeovers and the market for corporate control. ▪ Examine the concept of conglomerate mergers and value additivity. ▪ Discuss the implications of corporate 	<p>Unit V: Special Topics in Corporate Finance (4 Hours)</p> <p>5.1 Mergers</p> <p>5.1.2 Types of mergers</p> <p>5.1.3 Motives for mergers</p> <p>5.1.4 Estimating merger gains and costs</p> <p>5.1.5 The mechanics of a merger</p> <p>5.2 Takeover and the market for corporate control</p> <p>5.3 Mergers and acquisitions regulations in Nepal</p> <p>5.4 Corporate restructuring</p> <p>5.5 Sustainable finance and ESG</p> <p>5.5.1 Principles of sustainable finance</p> <p>5.5.2 Incorporating ESG factors into</p>



<p>governance in the context of mergers and acquisitions.</p> <ul style="list-style-type: none"> Formulate sustainable financing decisions and adopt financial innovations 	<p>corporate finance decisions</p> <p>5.5.2 Impact of ESG on financial performance</p> <p>5.5.3 Sustainable financing practices in Nepal</p> <p>5.6 Fintech and innovation in corporate finance</p>
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Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.

4. Methods of Instruction

Class lectures, interactive sessions, discussions, case analysis, group work, assignments, term paper writing, article review, presentations and guest lectures.

5. Evaluation System and Students' Responsibilities

5.1 Evaluation System

At the beginning of each trimester, the faculty should provide detailed course outline and evaluation scheme to the students. The performance of a student in a course is evaluated on the basis of continuous evaluation and trimester-end examination. Sixty percent weight is given to the continuous evaluation and forty percent weight to the trimester-end examination.

5.1.1 Internal Evaluation

The internal evaluation is based on continuous evaluation process. The internal evaluation components and their respective weights may vary according to the nature and objectives of the course. An evaluation plan should be prepared by the faculty and should share with the students in the beginning of the course.

The internal evaluation components may consist of any combination of written test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty.

5.1.2 End-term Examination/Evaluation

There will be end-term examination at the end of the term. The end-term examination may be based on problem solving questions, analytical questions, case studies or any other formats as per the nature of a course. It carries 40 percent weight of total evaluation.

5.2 Students' Responsibilities

Each student must secure at least 60 percent marks in the internal evaluation with 80 percent attendance in the class to appear in the Trimester End Examination. Failing to obtain such score will be given NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Term examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. If a student does not attend the class(es), it is his/her sole responsibility to cover the topic(s) taught



during the period. If a student fails to attend a formal exam, quiz, test, etc. and there is not any provision for a re-exam.

6. Suggested Text Books and References

Text Books

Brigham, E. F, & Ehrhardt, M. C. (2017). *Financial management: Theory and practice*. Cengage Learning.

Reference Books

Brealey, R. A., Myers, S. C., Allen, F. & Edmans, A. *Principles of corporate finance*. McGraw Hill.

Ross, S., Westerfield, R., Jaffe, J., & Jordan, B. *Corporate finance*. McGraw Hill.



Investment Management

Pokhara University Faculty of Management Studies

Course Code: FIN 643
 Course title: **Investment Management**
 Nature of the course: Theory & Practice
 Year 1, Trimester III
 Level: Master
 Program: MBA (Finance)

Full marks: 100
 Pass marks: 60
 Credit hours: 2.0
 Total hours: 24

1. Course Description

This course provides a comprehensive introduction to financial management, covering essential topics such as financial management decisions, the role of financial managers, and the importance of corporate governance and ethics. Students will explore capital structure, dividend policy, and the impact of leverage on financial decisions. The course also delves into raising capital, including bonds, preferred and common stock, venture capital, and crowdfunding. Main aspects of working capital and short-term financial management are examined, along with derivatives and financial risk management. The course concludes with special topics like mergers and acquisitions, financial distress, sustainable finance, and the impact of FinTech on financial management.

This course provides a comprehensive introduction to investment management, overview of its definition, scope, and objectives, alongside various types of investments such as equities, bonds, and mutual funds. It explores the investment environment, including financial markets, instruments, key market participants, and the regulatory framework. The course also covers the fundamental concepts of risk and return, different types of risk, and the risk-return trade-off. Additionally, students will learn about asset allocation strategies, modern portfolio theory, and the essential steps in portfolio construction and management. Finally, the course includes detailed analyses of equity valuation models, fixed income securities, derivatives, alternative investments, and the importance of ethical standards in investment management.

2. General Objectives

The general objectives of the course are to familiarize the students about the investment management. The specific objectives of the course are:

- To familiarize the scope of investment management, including the various types of investments such as equities, bonds, real estate, commodities, mutual funds, and ETFs, to understand their importance and objectives.



- To examine the investment environment by analyzing financial markets and instruments, identifying key market participants, and understanding the regulatory framework that governs investment activities.
- To evaluate the concepts of risk and return, including the types of risk (market risk, credit risk, liquidity risk) and the risk-return trade-off, to better manage investment decisions.
- To apply asset allocation strategies, such as strategic, tactical, and dynamic asset allocation, and understand Modern Portfolio Theory (MPT), including the Efficient Frontier, Capital Market Line (CML), Security Market Line (SML), and diversification to construct and manage investment portfolios.
- To analyze equity through fundamental and technical analysis, including financial statement analysis, ratio analysis, chart patterns, technical indicators, and valuation models like the Dividend Discount Model (DDM), Price/Earnings Ratio (P/E Ratio), and Free Cash Flow Model.
- To comprehend about the fixed income securities, including types of bonds, bond valuation methods, yield and price relationships, and bond portfolio management techniques such as immunization strategies and interest rate risk management.
- To explore derivatives and alternative investments, covering types of derivatives (futures, options, swaps), derivative pricing and valuation models (Black-Scholes, Binomial), as well as alternative investments like hedge funds, private equity, real estate, and commodities, while considering performance measurement and ethical standards in investment management.

3. Contents in Detail

The trimester system regulations of Pokhara University for master's level programs under the Faculty of Management Studies (FMS) grant autonomy to faculty members in developing course details and preparing teaching plans. Faculty members are empowered to adapt and modify course content to align with market needs and contextual demands, provided that the core objectives and major components of the course remain intact. The suggested course contents are as follows:

Specific Objectives	Contents
<ul style="list-style-type: none"> • Define investment management and outline its scope, including the various types of investments such as equities, bonds, real estate, commodities, mutual funds, and ETFs, to understand their relevance and objectives. • Analyze the investment environment by examining financial markets and instruments, identifying key market 	<p>Unit I: Introduction to Investment Management (4 Hours)</p> <p>1.1 Overview of Investment Management</p> <p>1.1.1 Definition and Scope</p> <p>1.1.2 Importance and Objectives</p> <p>1.1.3 Types of Investments (Equities, Bonds, Real Estate, Commodities, Mutual Funds, ETFs)</p>



<p>participants, and understanding the regulatory framework that influences investment activities.</p> <ul style="list-style-type: none"> • Explain the concepts of risk and return, including the different types of risk (market risk, credit risk, liquidity risk) and the risk-return trade-off, to assess how these factors impact investment decisions. • Evaluate the importance and objectives of investment management, focusing on how effective investment strategies can achieve financial goals and manage risks. 	<p>1.2 Investment Environment</p> <p>1.2.1 Financial Markets and Instruments</p> <p>1.2.2 Market Participants</p> <p>1.2.3 Regulatory Framework</p> <p>1.3 Risk and Return</p> <p>1.3.1 Understanding Risk and Return</p> <p>1.3.2 Types of Risk (Market Risk, Credit Risk, Liquidity Risk)</p> <p>1.3.3 Risk-Return Trade-off</p>
<ul style="list-style-type: none"> • Describe various asset allocation strategies, including strategic, tactical, and dynamic asset allocation, to understand their roles in optimizing investment portfolios. • Explain Modern Portfolio Theory (MPT) concepts such as the Efficient Frontier, Capital Market Line (CML), and Security Market Line (SML), and analyze how diversification impacts portfolio risk and return. • Identify and apply the steps involved in portfolio construction, including rebalancing techniques, to effectively manage and adjust investment portfolios according to changing market conditions. • Compare and contrast active and passive management approaches, evaluating their respective advantages and disadvantages in the context of portfolio management. 	<p>Unit II: Asset Allocation and Portfolio Theory (4 Hours)</p> <p>2.1 Asset Allocation Strategies</p> <p>2.1.1 Strategic Asset Allocation</p> <p>2.1.2 Tactical Asset Allocation</p> <p>2.1.3 Dynamic Asset Allocation</p> <p>2.2 Modern Portfolio Theory (MPT)</p> <p>2.2.1 Efficient Frontier</p> <p>2.2.2 Capital Market Line (CML)</p> <p>2.2.3 Security Market Line (SML)</p> <p>2.2.4 Diversification and Portfolio Risk</p> <p>2.3 Portfolio Construction and Management</p> <p>2.3.1 Steps in Portfolio Construction Rebalancing Techniques</p> <p>2.3.2 Active vs. Passive Management</p>
<ul style="list-style-type: none"> • Apply fundamental analysis techniques by evaluating financial statements, performing ratio analysis, and conducting economic and industry analysis to assess the financial health and performance of companies. • Utilize technical analysis methods, including the interpretation of chart 	<p>Unit III: Equity Analysis and Valuation (4 Hours)</p> <p>3.1 Fundamental Analysis</p> <p>3.1.1 Financial Statement Analysis</p> <p>3.1.2 Ratio Analysis</p> <p>3.1.3 Economic and Industry Analysis</p> <p>3.2 Technical Analysis</p>



<p>patterns, technical indicators, and market sentiment, to analyze stock price movements and make informed investment decisions.</p> <ul style="list-style-type: none"> Employ various equity valuation models such as the Dividend Discount Model (DDM), Price/Earnings Ratio (P/E Ratio), and Free Cash Flow Model to estimate the intrinsic value of stocks and guide investment choices. 	<p>3.2.1 Chart Patterns</p> <p>3.2.2 Technical Indicators</p> <p>3.2.3 Market Sentiment</p> <p>3.2 Equity Valuation Models</p> <p>3.3.1 Dividend Discount Model (DDM)</p> <p>3.3.2 Price/Earnings Ratio (P/E Ratio)</p> <p>3.3.3 Free Cash Flow Model</p>
<ul style="list-style-type: none"> Understand and differentiate various types of bonds, key bond terminology, and the relationship between yield and price to grasp the fundamentals of fixed income securities. Apply bond valuation techniques, including the present value concept, Yield to Maturity (YTM), and measures of duration and convexity, to accurately assess the value and risk of bonds. Implement bond portfolio management strategies by utilizing immunization techniques, managing interest rate risk, and assessing credit risk to optimize the performance and stability of fixed income investments 	<p>Unit IV: Fixed Income Securities (5 Hours)</p> <p>4.1 Basics of Fixed Income Securities</p> <p>4.1.1 Types of Bonds</p> <p>4.1.2 Bond Terminology</p> <p>4.1.3 Yield and Price Relationship</p> <p>4.2 Bond Valuation</p> <p>4.2.1 Present Value Concept</p> <p>4.2.2 Yield to Maturity (YTM)</p> <p>4.2.3 Duration and Convexity</p> <p>4.3 Bond Portfolio Management</p> <p>4.3.1 Immunization Strategies</p> <p>4.3.2 Interest Rate Risk Management</p> <p>4.3.3 Credit Risk Assessment</p>
<ul style="list-style-type: none"> Identify and explain the different types of derivatives, including futures, options, and swaps, as well as their uses and potential misuses in financial markets. Apply derivative pricing and valuation techniques using the Black-Scholes Model, Binomial Model, and analyze the Greeks to understand and manage the risks associated with derivatives. Evaluate various alternative investments, including hedge funds, private equity, real estate, and commodities, by examining their characteristics, benefits, risks, and 	<p>Unit V: Derivatives and Alternative Investments (4 Hours)</p> <p>5.1 Introduction to Derivatives</p> <p>5.1.1 Types of Derivatives (Futures, Options, Swaps)</p> <p>5.1.2 Uses and Misuses of Derivatives</p> <p>5.2 Derivative Pricing and Valuation</p> <p>5.2.1 Black-Scholes Model</p> <p>5.2.2 Binomial Model</p> <p>5.2.3 Greeks and Risk Management</p> <p>5.3 Alternative Investments</p> <p>5.3.1 Hedge Funds</p>



roles in diversifying investment portfolios.	5.3.2 Private Equity 5.3.3 Real Estate Investments 5.3.4 Commodities
<ul style="list-style-type: none"> Understand and apply investment performance measurement techniques, including benchmarking and performance ratios such as the Sharpe Ratio, Treynor Ratio, and Jensen's Alpha, to evaluate and compare investment returns. Examine the role of behavioral finance by analyzing psychological factors influencing investing decisions, identifying common behavioral biases, and understanding their impact on market efficiency. Assess the importance of ethical considerations in investment management, focusing on how ethical practices and professional standards contribute to the integrity and effectiveness of investment performance evaluation. 	Unit VI: Performance Measurement and Ethical Considerations (3 Hours) 6.1 Investment Performance Measurement 6.1.1 Benchmarking 6.1.2 Performance Ratios (Sharpe Ratio, Treynor Ratio, Jensen's Alpha) 6.2 Behavioral Finance 6.2.1 Psychological Factors in Investing 6.2.2 Common Behavioral Biases 6.2.3 Impact on Market Efficiency

Note: The figures in the parentheses indicate the approximate teaching hours for the respective units.

4. Methods of Instruction

Class lectures, interactive sessions, discussions, case analysis, group work, assignments, term paper writing, article review, presentations and guest lectures.

5. Evaluation System and Students' Responsibilities

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test, quizzes and oral test, workshop, assignments, term paper, project work, case study analysis and discussion, open book test, class participation and any other test deemed to be suitable by the faculty.

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6. Suggested Text Books and References

Text Books

- Bodie, Z., Kane, A., & Marcus, A. J. *Investments*. McGraw-Hill Education.
- Frank J. Fabozzi (Editor) & Harry M. Markowitz (Editor) . *The Theory and Practice of Investment Management*. Wiley
- Linton, D.E. (). *Foundations of Investment Management: Mastering Financial Markets, Asset Classes, and Investment Strategies* . J. Ross Publishing
- Jensen, G.R. & Jones, C.P. *Investments: Analysis and Management*. Wiley

References

- Ackert, L. F., & Deaves, R. *Behavioral finance: Psychology, decision-making, and markets*. Mason, OH: South-Western College Publishing
- Deaves, R. *Behavioral Finance: Psychology, Decision-Making, and Markets*. South-Western Cengage Learning
- Fabozzi, F. J. *Bond Markets, Analysis, and Strategies*. Pearson.

