

Title : Strategic Management

Code No : CAP- 182

Area of Study: Capstone

Credit : 3

Course Objectives

This course aims at acquainting students with the concepts underlying how strategy are formulated, implemented and controlled given a business environment.

Contents

Unit 1: Introduction to Strategy and Strategic Management LH 4

Understanding strategy – Defining strategy, Levels [types] of strategy; Understanding Vision, Mission and Objectives, and their importance in the organization, Strategic management – Introduction to strategic management, Strategic management process

Unit 2: Environmental Analysis LH 9

Environment Analysis – Concept of environment; Nature of environment [complexity, dynamism, multi-dimensional, turbulent]; Components of environment – Micro [customers, competitors, suppliers, investors] and Macro [economic, political and legal, socio-cultural, technological]; Roles of environmental analysis; PEST Analysis

Concept of Industry Analysis – Industry setting, Industry structure, Industry attractiveness, industry performance

Concept of Competition Analysis – Porter’s Five Forces Model

Internal Analysis – Need for Internal/Organizational analysis; Dynamics – Organizational resources, Organizational behavior, Strengths and Weaknesses, Synergistic effects, Competencies, Organizational capability, Strategic and Competitive advantage; SWOT analysis, Value chain analysis

Unit 3: Strategy Formulation**LH 9**

Corporate-level strategy: Growth – Horizontal, Vertical; Diversification – Concentric, Conglomerate;

Expansion – Merger and acquisitions, Joint-ventures; Retrenchment– Turnaround, Liquidation

Business-level strategy: Competitive advantage, Low-cost, Differentiation, and Focus strategy

Portfolio Analysis – Advantages and disadvantages; Tools of analysis – BCG matrix, GE Nine Cell, Strategic Business Unit (SBU)

Unit 4: Strategic Implementation**LH 8**

Concept of Strategy Implementation, Relationship between formulation and implementation, Barriers to strategy implementation,

Structural Issues – Organizational structure, Relationship between strategy and structure, Types of organizational structure [Simple, Functional, Divisional, SBU, Matrix, Network]; Matching structure with strategy

Behavioral Issues – Corporate culture, Strategic leadership, Organizational politics and power

Functional Issues – Financial policies and plans, Marketing policies and plans, Production policies and plans, Human resources policies and plans; Integration of Functional policies and plans

Unit 5: Strategic evaluation and Control**LH 6**

Concept of Strategic evaluation and control, Importance of Strategic evaluation and control, Barriers to evaluation and control, Concept and Types of Strategic control [Premise control, Implementation control, Strategic surveillance], Concept of Operational control

Suggested Readings:

Jauch, L., W. Glueck, and R. Gupta, Business Policy and Strategic Management, Frank Bros. and Co. Ltd., New Delhi

Kazmi, A., Business Policy and Strategic Management, Tata-McGraw Hill, New Delhi

Pearce II, John A., and Richard B. Robinson, Jr., Strategic Management: Strategy Formulation and Implementation, AITBS, New Delhi

Wheelen, T.L., and J. D. Hunger, Strategic Management and Business Policy, Pearson Education, New

Delhi

Course Title : Financial Institutions and Markets
Code No. : FIN-183
Area of Study : Specialization (Finance)
Credit hours : 3

Course Objectives:

This course aims at introducing the students to two important facets of economy – financial institutions and financial markets. In financial institutions, the central bank, being the agency that formulates and implements monetary policy, and commercial banks, being largest financial intermediary, are focused upon. Additionally, non-banking financial institutions, insurance companies, are introduced. In financial markets, different types of markets are discussed. Issuance of stocks, its process, and the role of investment banks are also highlighted. Finally, students are introduced to interest rates, and various factors that influence their determination,

Contents:

Unit 1:	Role of Financial Institutions and Markets	LH 4
	Role of the financial system, Functions of financial markets, Types of financial markets, Real and financial assets, Classification and diversity of financial markets	
Unit 2:	Banking Institutions	LH 6
	Introduction to Banks, Types of Banks, Bank's assets and liabilities [<i>conceptual understanding of bank's balance sheet</i>]; Concept of Central Bank, Objectives, functions, and power of Central Bank in Nepal, Concept of Monetary Policy of Central Bank	
Unit 3:	The Money Market	LH 3
	Concept and features of Money Market, Roles and functions of Money Market, Types of money market instruments	
Unit 4:	Primary Markets and Investment Banking	LH 6
	Primary market, size and scope, Process of issuing securities, Initial public offering (IPO), Role and function of investment bankers, Gain or loss of investment bankers [<i>Numerical</i>]	

Unit 5: Management of Commercial Banks **LH 7**

Financial statement as managerial tools, Management of Commercial Bank's profitability, Analysis of variations [*Numerical*],

Unit 6: Insurance Companies **LH 10**

Concept of insurance, Types of insurance companies

Risk and return for insurance companies [*Numerical*]

Suggested Readings:

Saunders, Anthony and Marcia Millon Cornett, *Financial Markets and Institutions: A Risk Management Approach*, Tata McGraw Hill Publishing Company Limited, New Delhi

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

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

Purbanchal University

BBA VIII Semester

LH: 36

Course Title : Capital Investment and Financing Decision

Code No. : FIN-185

Area of Study : Specialization (Finance)

Credit hours : 3

Course Objective:

The module aims to provide students with the knowledge and skills necessary to evaluate the impact of capital investment and financial decisions on different constituencies of stakeholder.

Contents

Unit 1: Financial Statement Analysis and Long Term Planning LH 3

Financial Statement Analysis, Ratio Analysis, Use of Du Pont Equation, Long Term Financial Planning, External Financing and Growth.

Unit 2: Making Capital Investment Decision LH 4

Incremental Cash Flows, Inflation and Capital Budgeting, Alternative Definitions of Operating Cash Flows, Investments of Projects with Unequal Lives

Unit 3: Risk analysis, Real Options and Capital Budgeting LH 8

Sensitivity Analysis, Scenario Analysis and Break-Even Analysis, Monte Carlo Simulation, Real Options and Decision Tree Analysis

Unit 4: Corporate Financing Decision and Efficient Capital Markets LH 6

Financial Decision and Creation of Value, Efficient Capital Markets, Types of Efficiency and Evidence, The Behavioral Challenge to Market Efficiency

Unit 5: Long Term Financing and Capital structure LH 10

Common Stock, Long-Term Debt, Preferred Stock, Patterns in Financing, Recent Trend in Capital Structure, The Capital Structure Question and Pie Theory, Factors Affecting Capital Structure, Modigliani and Miller Proposition, Costs of Financial Distress, Signaling Effect, The Pecking Order Theory, Lease Financing

Unit 7: Short Term Financing and Planning

LH 5

Tracing Cash and Net Working Capital, Defining Cash in Terms of Other Elements, The Operating Cycle and Cash Cycle, Aspects of Short Term Financing Policy, Cash Budgeting, The Short Term Financial Plan

Suggested Readings

Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R. K. *Corporate Finance*. Tata McGraw-Hill Companies, Inc., New York

Van Horne, J.C. and Dhamija, S. *Financial Management and Policy*. Pearson Education, New Delhi

Ehrhardt, M.C. and Brigham, E.F. *Financial Management*. Cengage Learning, USA.

Pradhan, R. S., *Financial Management*, Buddha Academic Enterprises, Kathmandu.

Course Title : Security Analysis and Portfolio Management

Code No. : FIN-186

Area of Study : Specialization (Finance)

Credit hours : 3

Course Objectives :

The course aims at providing the students with knowledge regarding various financial securities, securities market and their mechanisms, and different investment theories. In addition, it intends to impart requisite analytical skills for appraising financial securities and managing portfolio of such financial assets.

Unit 1: Introduction	LH 2
Securities, Securities market, Securities analysis	
Unit 2: Buying and Selling Securities	LH 6
Order Size, Margin account – Margin Purchase (Long Position), Short sale (Short Position) [<i>Numerical</i>], Process of Issuance of Securities, Trading Mechanism of Nepal, Securities Board of Nepal [SEBON]	
Unit 3: Market Index	LH 4
Introduction, Securities market indicators, Construction of an index, Methods of calculating indexes – Price-weighting index, Value weighting index, Equal-weighting index,	
Unit 4: Securities Analysis	LH 6
Common Stock Analysis – Dividend discount model, Models based on Price-earnings ratios	
Bond Analysis – Zero-coupon bond, Redeemable bond, Perpetual bond, Callable bond	
Bond return measures [<i>All portions are numerical.</i>]	

Unit 5: Portfolio Analysis **LH 10**

Portfolio expected return and risk [*Numerical*], The efficient set theorem

Market model, Diversification – Portfolio total return, Portfolio market risk [*Numerical*]

Unit 6: Bond Portfolio Management **LH 8**

Duration, Modified duration [*Numerical*], Relationship to bond price changes [*Numerical*], Immunization [*Numerical*], Active Management and Passive management of bond portfolio

Suggested Readings:

Bodie, Z., A. Kane, M. J. Alan, and P. Mohanty, **Investments**, Tata-McGraw Hill, New Delhi

Reilly, F. K. and Keith, C.B., **Investment Analysis and Portfolio Management**, Cengage Learning (India) Private Limited, New Delhi

Sharpe, W.F., J.A. Gordon, and V.B. Jeffery, **Investments**, Prentice Hall of India Ltd., New Delhi

Purbanchal University

BBA VIII Semester

LH: 36

Course Title : Organization Development

Code No. : HRM -183

Area of Study : Specialization (HRM)

Credit hours : 3

Course objectives:

The main purpose of this course is to develop general understanding of concepts of change and development, the need for change and development, different approaches for bringing change and development in organizations.

Contents:

Unit 1:

The nature of planned change: concept of organization development, the need for change and development, drivers of change, the OD practitioner, SWOT Analysis

LH 5

Unit 2:

The process of organization development; entering and contracting, diagnosing: organization diagnosis, diagnosis at group and job/individual levels, collecting and analyzing, feeding back, designing interventions

LH 13

Unit 3:

Approaches of organization development; individual, interpersonal and group processes, training and development, process consultation, third party intervention, team building, organization confrontation meeting, intergroup relation interventions, downsizing and reengineering

LH 12

Unit 4:

Organization development in global settings, transformation through team work. LH 6

Suggested Readings:

Theory of Organization Development and Change: Thomas G. Cummings and Christopher G. Woley, South Western/Cengage.

Organization Change and Development: Dipak Kumar Bhattacharya, Oxford University Press

Organization Development in the South: Ken Afful and Mohan Das Manandhar, Ekta Books

Course Title : Leadership and Team Building

Code No. : HRM -184

Area of Study : Specialization (HRM)

Credit hours : 3

Course objectives:

The main objective of this course is to develop general understanding of concepts and dimensions of leadership and its growing importance in highly competitive business world. The understanding of the issues of leadership through this course help students to appreciate the role leadership plays in organizational effectiveness and growth.

Contents

Unit 1: LH 6

Concept of leader and leadership, leadership skills, roles, overview of different theories and paradigms of leadership

Unit 2: LH 6

Leadership ethics and traits, personality traits, personality profile, leadership attitudes, ethical leadership

Unit 3: LH 12

Leadership motivation behavior and styles, University of Michigan and Ohio State University studies, the leadership grid, leadership and major motivation theories: content motivation theories, process motivation theories, reinforcement theory, contingency theories, transformational and charismatic leadership theories.

Unit 4:

LH 6

Followership and leader member exchange theory, followership: defining followership, types of follower, guidelines to becoming an effective follower, determinants of follower influence

Unit 5:

LH 6

Self-managed teams and team leadership: the use of teams in organizations, types of teams, leadership skills for effective team meetings, self-managed teams.

Suggested Readings:

Effective Leadership: Christopher F. Ahcua, Robert N. Lussier; Cengage Learning India P. Ltd.

Leadership in Organizations: Gary Yukl; Pearson Education.

Leadership and Team Building: Uday K. Halidar; Oxford University Press.

Purbanchal University

BBA VIII Semester

LH: 36

Course Title : Industrial Relations
Code No. : HRM -185
Area of Study : Specialization (HRM)
Credit hours : 3

Course Objectives:

The management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and practical aspects of employee relations at the macro and micro levels.

Contents:

Unit 1: Industrial Relations (IR): **LH 5**

Concept, Purposes of Industrial Relations, Approaches to Industrial Relations - System Approach, Marxist Approach, Pluralist Approach. Actors of Industrial Relations and their roles

Unit 2: Trade Union **LH 8**

Concept of Trade Union/Labor Union, Features, Functions, Types of trade union, Objectives of Trade Union, Methods of achieving Trade Union objectives: Mutual Insurance, Collective bargaining, Legal enactments, Other methods, Trade Unionism in Nepal

Unit 3: Industrial Disputes: **LH 7**

Concept, Nature, Causes, Types of Industrial Disputes, Resolution Strategies:- Collective Bargaining: Meaning, Characteristics, Need/Importance, Process, Grievance Handling, Conciliation/Mediation, Arbitration, Adjudication

Unit 4: Workers Participation In Management (WPM):**LH 6**

Definition, Objective, Methods of Participation: Information Sharing, Consultation, Association of Workers, Joint Decision Making, Committees, Board of Directors. Levels of Participation: Informative, Consultative, Associative, Administrative, Decisive.

Workers' Participation in Management in Nepal, Legal provisions and practices in Nepal

Unit 5: ILO**LH 5**

Introduction, Fundamental Principles and Objective of ILO , Structure of ILO, The International Labor Standards of ILO, Nepal and ILO Standards

Unit 6: Labor Welfare and Social Security**LH 5**

Concept and Objective of Labor Welfare, Types of Labor Welfare Program

Concept and Methods of Social Security, Labor Welfare and Social Security in Nepal

Suggested Readings:

Mamoria, C.B., S. Mamoria and S.V. Gankar, Dynamics of Industrial Relations, Mumbai; Himalayan Publishing House

Monappa, Arun, Industrial Relations, Tata McGraw Hill

Beaumont, P.B., The Future of Employment Relation, London: Sage

Ackers, P. and Wilkinson. A, Understanding Work and Employment: Industrial Relations in Transition, Oxford: Oxford University Press

Katuwal, Shyam Bahadur, Management of Industrial Relations; Molung Foundation, Nepal

Course Title : Conflict Management and Negotiation

Code No : HRM-186

Area of Study: Specialization (HRM)

Credit : 3 Credits

Course Objectives:

The objective of this course is to familiarize the students with the dynamics of conflict management and negotiation knowledge in diversified environment in the country and to impart them relevant skills of effective negotiations for conflict management in organizations.

Contents:

Unit 1: Introduction to conflict management:

LH 6

Concept and types of conflict, sources of conflict, conflict in public and private organizations, conflict handling style: individual conflict management and group conflict management styles, significant to the study of conflict management, Major conflict areas and issues in Nepalese organizations.

Unit 2: Introduction to Negotiation:

LH 7

Introduction to negotiation, essential variables of negotiation, negotiation process: planning and preparation, Issues for Negotiation; Preparation for Negotiations; Ethics in negotiation; Cultural differences in negotiation styles: Gender and emotional intelligences.

Unit 3: Negotiation Skills for Effectiveness:

LH 7

Negotiation skills; Effective Presentation of Demands, Strategies and Tactics Employed; Closing of Negotiation and Drafting the Agreement; Communication and Administration of Negotiation Agreement; Breakdown of Negotiation: Causes and Consequences; Third Party Intervention

Unit 4: Negotiation across cultures

LH 6

Cultural values, beliefs & norms, knowledge structure on negotiation, negotiation attitudes: win-lose or win-win; negotiation goal: contract or relationship; negotiation process: formal or informal; negotiation communication: direct or indirect.

Unit 5: Trade Union Management for conflict and negotiation management

LH 6

Issues and perspectives: Concept, Nature, Functions Types and Structure of Trade Union; Employers' Associations - Functions and Role; Problems of Unions; Recognition of Unions, Unions and Politics, Management Vs Union Rights; Unions and Strikes; role of union on negotiation and conflict management

Unit 6: Nepalese Union Negotiation and practices:

LH 4

Unions in Nepalese Organizations, natures of public vs. private, agendas of negotiation with public sector unions; agendas of negotiation with major sectors of private business: hotels, banks, aviation, family owned small business, manufacturing, and IT sector.

Suggested Readings:

Deutsch, Morton and Peter T. Coleman (eds.) *The Handbook of Conflict Resolution, Theory and Practice*. CA: Jossey-Bass, 2000.

Roy J. Lewicki, David M. Saunders, and Bruce Barry. *Negotiation: Readings, Exercises and Cases*. 6th Edition, McGraw-Hill Irwin, 2010.

Roger Fisher, William Ury, and Bruce Patton. *Getting to Yes: Negotiating Agreement Without Giving*, Penguin publication, current edition.

Cohen, S. *Negotiating Skills for Managers*. McGraw Hill Professional, current edition.

Spangle, M. L., & Isenhardt, M. W. *Negotiation: Communication for diverse settings*, Thousand Oaks, CA: Sage, current edition.

Costantino, Cathy A. and Christina S. Merchant. *Designing Conflict Management Systems, A Guide to Creating Productive and Healthy Organizations*, CA: Jossey-Bass, current edition.

Carrell. *Negotiating Essentials: Theory, Skills, and Practices*. Pearson Education, India, current edition.

Title : Sales and Distribution Management
Code No : MKT-183
Area of Study: Specialization (Marketing)
Credit : 3

Course Objectives:

This course aims to provide students' knowledge and skills in sales and distribution issues and designing appropriate sales and distribution policies and strategies.

Contents

Unit 1: Introduction

LH 6

Concept of sales and distribution management, personal selling and sales promotion, distribution management, channel institutions, managing channel conflicts, elements of market logistic management and supply chain management, nature and importance of sales management, objectives of sales management, relationship between sales and marketing, varying sales responsibilities/sales positions.

Unit 2: Personal Selling and Sales Promotion

LH 5

Sales responsibilities; personal selling skills; duties and responsibilities of sales people; qualifying for success in selling jobs; challenges in selling job. Sales promotions: consumer and trade promotions; and personal motivation; communication with words, non verbal communication.

Unit 3: Sales Management

LH 6

Concept and objectives of sales management, recruitment and selection of sales persons, motivation and training; sales organization structure, size of sales force, sales control: sales forecasting approaches, sales budgeting and evolution of sales performance.

Unit 4: Distribution Management and Marketing Mix

LH 7

Concept of distribution management, objectives of distribution management; Aspects of distribution management: Physical distribution/market logistics, channel of distribution, Role of channel of distribution in marketing. Factors influencing the selection of distribution channel, Selection of channel for consumer and industrial goods. Recent trends in marketing channels: symbolic marketing; Third party delivery, Multi-channel Marketing System (MMS); Multi Level Marketing (MLM), e-marketing and the channel of distribution.

Unit 5: Channel Institutions

LH 4

Merchant Middlemen: wholesaling intermediaries and their classifications; and retailing intermediaries and their classifications. Functions of wholesalers; limitations of wholesalers.

Unit 6: Managing Channel Conflicts

LH 8

Meaning of channel conflicts, and its causes, Types of conflicts : Pre-contractual and Post –contractual conflicts, channel level conflicts. Conflicts management techniques, Negotiation (Bargaining), Persuasive mechanism, Problem solving strategies, political strategies, Co-optation. Channel leadership-Role of leadership power in resolving conflicts.

Suggested Readings:

Krishna K Havaladar/Vasant M. Cavale, *Sales and Distribution Management; Text and Cases*; Tata McGraw Hill Education, 2006

David Jobber and Geoffrey Lancaster, *Selling and Sales Management*, Pearson Education Limited

N.Rangaraj, G. Raghuram, *Logistics and Supply Chain Management*, Mac Millan India Limited, 2000.

Venugopal, Pingali, *Marketing Channel Management*, A Division of Sage Publication, New Delhi/Thousand Oaks, London, 2001

Title : Marketing of Services
Code No : MKT-184
Area of Study: Specialization (Marketing)
Credit : 3

Course Objectives:

This course aims to provide students with knowledge and skill in Marketing of service products and designing appropriate service marketing strategies and policies.

Contents

Unit 1: Introduction

LH 8

Concept of service marketing; features of service marketing, classification of services, the service marketing triangle and service marketing mix. Concepts and types of service encounters, service innovation and design, Managing service encounters; characteristics, levels of consumer participation and human factor. Marketing planning for services: Missions, service marketing opportunities, Situation of service products in Nepal, SWOT analysis,

Unit 2: Consumer Behavior in Services

LH 7

Concept of consumer behaviour, service categories and decision making process, customer perception of service: Customer value and satisfaction. Use of marketing research in collecting customer expectations, Concepts of Service Quality, The Gaps model of service quality.

Unit 4: Service Innovation and Design

LH 8

Challenges of service product designs, new service development process: types and stages, service blueprinting, factors necessary for appropriate service standards, customer defined service standards, types of customer defined service standards, development of customer-defined service standards.

Unit 5: Service Marketing Strategy

LH 13

Product: New service development process. Promotion: Service communication problems, matching service promises with delivery. Pricing: Customer knowledge of service prices, non-monetary costs, Distribution: types of service intermediaries. Delivering services through intermediaries and electronic channels. People: employee satisfaction, customer satisfaction and profits. Service marketing process: technology and service delivery process. Service products in Nepal: Growth, problems and prospects.

Suggested Readings:

Zeithamal Valarie A, Mary Jo Bitner: **Service Marketing**; Second Edition, Tata McGraw-Hill Publishing Company Limited, New Delhi.

A. Palmer, **Service Marketing**, McGraw Hill

Chouristopher Lovecock: **Service Marketing**; Fourth Edition, Pearson Education, India.

Purbanchal University

BBA VIII Semester

LH: 36

Course Title : Brand Management

Code No : MKT-185

Area of Study : Specialization Marketing

Credit Hour : 3

Course Objectives:

The objective of this course is to enable the students to acquire skills in Product & Brand Management. This course makes students understand the different aspect of Brand and how to design and sustain a Brand.

Contents

Unit 1: Product Management

LH 3

Meaning of Product – Product Personality, Types of Products – Product Line, Product Mix

Unit 2: Product Development

LH 10

Factors influencing design of the product – Changes affecting Product Management – Developing Product Strategy; Setting objectives & alternatives, Product strategy over the lifecycle. New product development –Product Differentiation and Positioning strategies, Failure of New Product

Unit 3: Brand Management

LH 12

Meaning of Brand – Brand Development: Extension, Rejuvenation, Re launch- Product Vs Brands, Goods and services, Retailer and distributors, People and organization, Brand challenges and opportunities, The brand equity concept, Identity and image.

Unit 4: Brand Leveraging and Brand Performance

LH 11

Establishing a brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement,

Brand Positioning & Brand Building – Brand knowledge, Brand portfolios and market segmentation – Steps of brand building, Identifying and establishing brand positioning.

Suggested Readings:

Gupta SL, Brand Management, HPH

Pati, Debashish, Branding Concepts, Macmillan India

Harsh V.Verma, Brand Management, Excel Books

Subrato Sengupta, Brand Positioning Strategies for Competitive Advantage, McGraw Hill.